

NOVEMBER 1952

Nation's

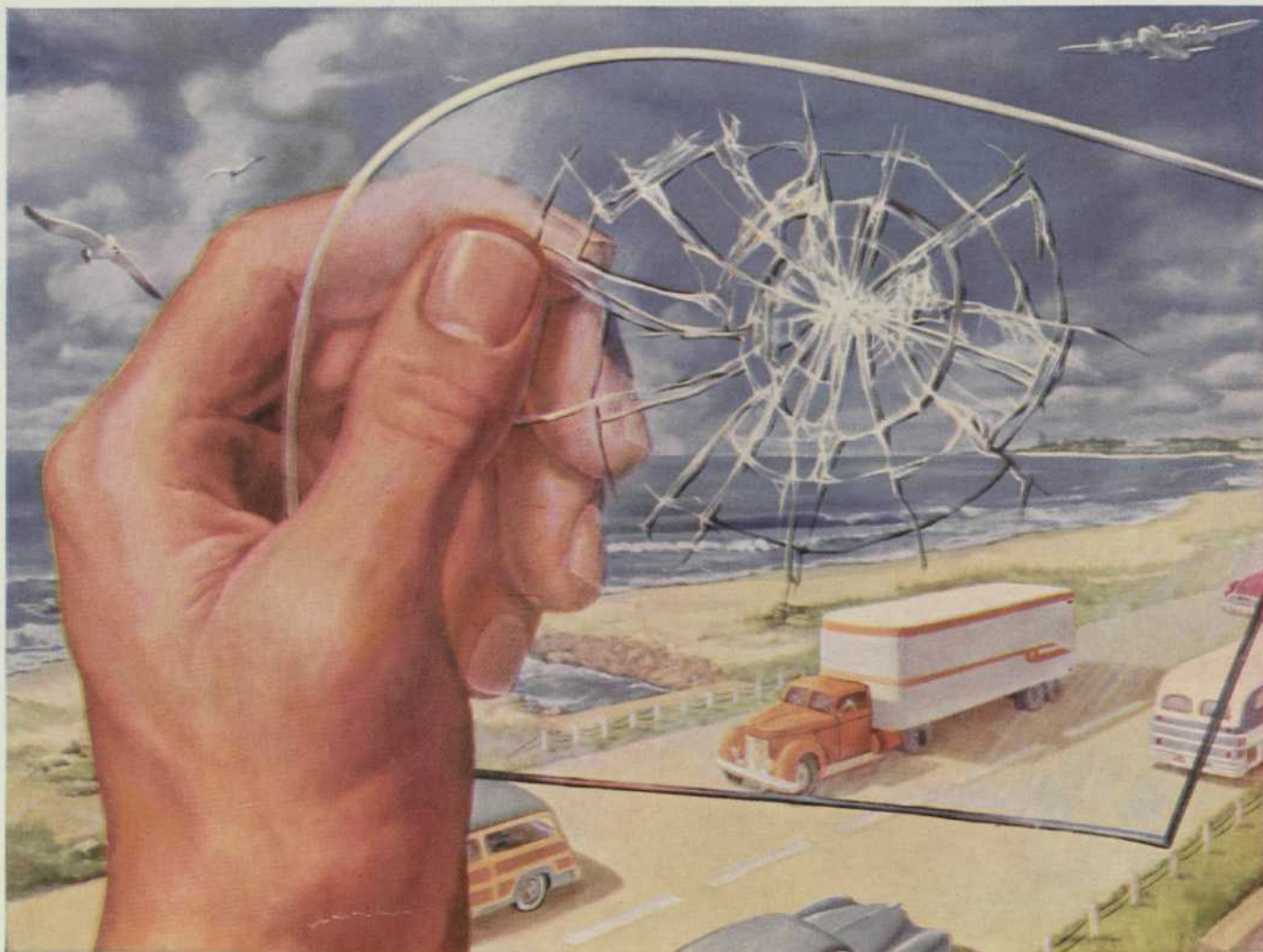


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MAGAZINE FOR BUSINESSMEN





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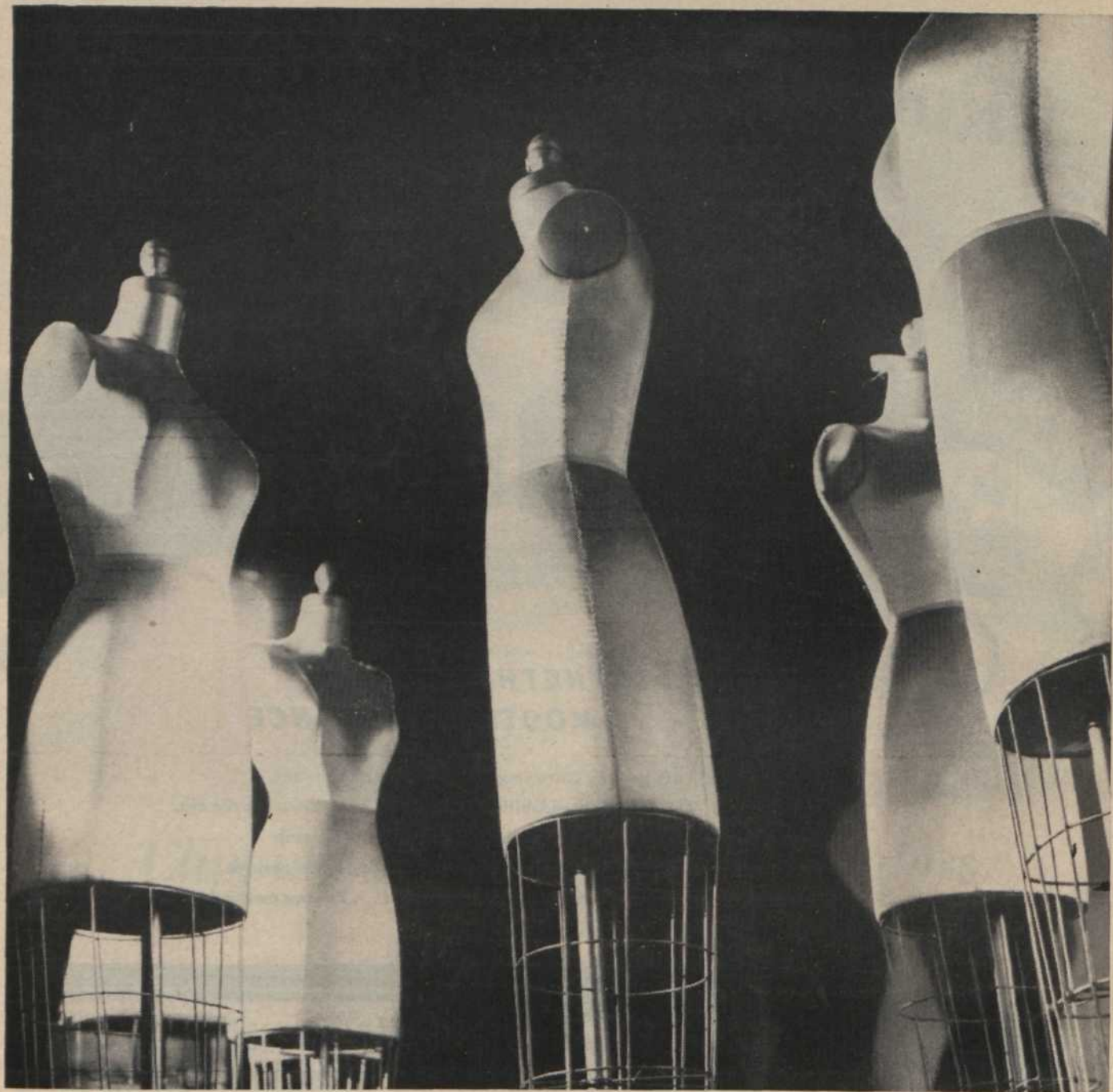
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NATION'S BUSINESS • NOVEMBER 1952

ABOUT THIS ISSUE

IN THIS month's cover painting, ZOLTAN SEPESHY has captured the spirit of abundance, the achievement of enterprise in working good land.

A native of Hungary, the artist studied at the Academy of Fine Arts in Budapest, then broadened his education through travel in Europe. In 1921, with Hungary torn by civil war, he came to the United States to find a more abundant life.

He settled in Detroit, which was not then in a picture-buying mood. So, by turn he stacked lumber in



a lumber yard, painted billboards and dressed windows. Success came after a trip to New Mexico, where he spent four months painting Indians, then sold every picture upon his return. This fame led to a teaching job at the Society of Fine Arts and Crafts.

Now, Sepeshy paintings hang in a large number of the museums of the nation. Among his many awards was first prize at the Carnegie Institute show in 1947. Since 1933, when he married, Mr. Sepeshy has been associated with Cranbrook Academy of Art at Bloomfield Hills, near Detroit.

WHEN two of our editors—pilots themselves—read LESTER DENT'S story, "The White Posts," which deals with pipeline flying, they remarked that this author writes like a flier. The language is genuine "pilotesque."

That's true. Mr. Dent, who began writing in 1929, has flown a couple of thousand hours since what he calls the Lindbergh era. He owns a plane, which he keeps at the Kirksville, Mo., airport, near his La Plata home.

Two oil companies fly pipeline patrol through that area, and the pilots stop overnight at Kirksville. The author flew with them to Wood River, Ill., a couple of times. "The places and problems are very real, although, of course, the hero is a



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fictional guy," he writes. Now 47, Mr. Dent has written more than 325 published book-length stories and many shorts.

BY COINCIDENCE the artist who illustrated "The White Posts" used as a model the same type of airplane which Lester Dent owns. Though not a pilot himself, **WALLY RICHARDS** has done extensive flying. To illustrate the Dent story, he went to an airport near his New Canaan, Conn., country home and took a ride.



The drawings were so detailed, it turned out, that we had to correct the altimeter setting. Originally it had the plane flying at just over 4,000 feet. The altimeter was adjusted to 120 feet. That's where the pipeline fellows have to fly in order to read the numbers on the white posts.

WHEN a group of adults holding a conference on youth problems in Phoenix in 1948 included Karin Stallcup among the speakers, the program moved from theory to practice.

Karin, 17 and pretty, not only knew a problem when she saw it—she laid it right in the adults' collective lap.

What happened then makes the heart-warming story that **JOSEPH STOCKER** tells in "YES, We Have Jobs for Kids."

BY THE time some 3,000 more communities are converted from manufactured to natural gas, the cost will be near \$10,000,000,000. Already some \$4,000,000,000 have been spent.

The change to natural gas was prompted by the vast natural reserves (186,000,000,000,000 cubic feet, and growing). Natural gas contains nearly twice the heat by volume of man-made gas. To transport this product, some 70,000 miles of pipelines have crossed to consumer regions since 1946.

The scope of conversion is pictured in the cost—\$21,000,000 for just one job, which will take six months. **CRAIG THOMPSON** describes the human side of this work in his story, "The Gas Boom Comes to the Kitchen."

The author, born in Montgomery, Ala., began his newspapering career on the *Advertiser* there in 1923. He went to New York and the *Morning World* in 1928, moved to

the *Times* two years later. He was London correspondent when the war began, and changed to *Time* magazine in 1943. He was Moscow bureau chief for two years after the war.

Since 1948 Mr. Thompson has devoted his time to magazine writing. He lives in Erwinna, Pa. Books include: "Gang Rule in New York" (with Allen Raymond), "The Police State," and his most recent, "Since Spindletop."

POLITICS is such an integral part of Congress that there is little doubt it enters into the activity of congressional investigations. That the Administration can actually stop investigations effectively, however, is not substantiated by recent congressional activity. It was a Congress dominated by Democrats, the Eighty-second, which turned up information vastly embarrassing to the Democratic Administration.

The story on congressional investigations, "Congress' New Power," was written by **SAM STAVISKY**.

GOVERNMENT economy is a subject close to everyone. Nearly everybody wants to eliminate unnecessary spending—but it's that word "unnecessary" that gets in the way. When budget-cutters want to slice off our own pet project, we howl.

In one of our Midwest states, a congressman from a district along the Ohio River sought aid from a colleague in passing a flood bill. The latter called it pork-barrel legislation. His district had no flood problem. But he had a problem on his hands later, when he wanted help from the river-district congressman for legislation authorizing spending which would help his own constituents. The congressman with flood victims simply grunted. "Pork barrel," he said, turned on his heels, and walked away.

Growing central government costs more each year. The national debt now equals \$5,650 per family. Interest alone on this debt comes to \$6,000,000,000 a year. This is equal to the U. S. budget for the entire year of 1934.

GEORGE CLINE SMITH wrote the story of how more than 300 local chambers of commerce have agreed to withhold support for federal spending on local projects. The situation, Mr. Smith reports, is not as hopeless as it might seem; there are encouraging signs. The story is called "Economy Is for Others."



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... to put you out of business?



2. It could put you out of business. 43 out of 100 firms that lose their accounts receivable, inventory and other records by fire never reopen. And don't feel any safer because you're in a fireproof building.



3. A fireproof building simply walls in and intensifies a fire inside an office. And note the clause in your insurance policy that says: "Proof-of-loss must be rendered within 60 days." How could you—without records?

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► WHEN DEFENSE SPENDING levels off—what then?

You hear talk of government action to keep economy from slipping. But not from men on the top, policy-making level.

There you get a different answer to the question: What will government do? Answer: Nothing.

No gap-filling, no make-work, no compensatory spending. Nothing for the deliberate purpose of bolstering the economy. For two reasons:

Government's job—set out in full employment law—is to try to prevent spiraling inflation or deflation, but not to maintain a boom.

Gap-filling won't be necessary.

That's feeling at top. Summed up: Leveling off of defense program will bring gradual drop in government spending in mid-'53, but not over-all drop in business activity.

Why no drop? Because backlog of postponed nonfederal projects will move in. Among these:

Highway construction, which has a "terrific deficit"—estimated as high as \$90,000,000,000.

Similar relative deficits in hospital, school, other institutional building.

Capital investment in nondefense private industry.

► CONSTRUCTION VOLUME in '53 will match (or be only slightly under) this year's record-setting \$32,000,000,000.

That's view of building industry—and government economists go along.

Builders expect rise in commercial, educational, hospital construction to offset slight drop in residential, larger drop in industrial building.

Builders agree generally that the million-home mark will be reached again in '53. Other expectations:

Costs won't go down—but sales prices probably will because of competition.

There will be a drop in huge apartment developments because these are becoming difficult to finance.

Strongest demand will be found in low-price field.

Houses will have to be "good buys"—with extra attractions—to move quickly, profitably.

Price won't hurt industrial building market, since plant efficiency greatly overshadows original cost in importance.

► IT WILL TAKE \$10,500,000,000 of borrowed money to finance '53 building.

Where's it coming from? An insurance official reports his company will have more money than ever available next year.

But, he adds, there's growing competition for money, too. It's coming from corporations.

Savings and loan companies see no shortage of money to finance home building. Loan volume situation varies with localities in banks.

Common complaint: Four per cent interest limit on FHA loans is "unrealistic" in today's money market—which means these may become harder to get.

► NEW PLANT, EQUIPMENT boom will continue to grow for next six-eight months.

Private researchers who studied capital investment pattern come up with that projection. They estimate total spent for new plant, equipment will reach \$25,500,000,000 next year.

That's within eight per cent of this year's expected record high.

But here's a catch: Researchers say coming surge represents tail end of defense-caused base broadening—

That about \$15,000,000,000 will be spent in first six months of '53, the remainder in the second half.

Which means a \$5,000,000,000 drop after midyear.

► YOU'RE FACING SQUEEZE between rising payroll costs, competitive selling prices, for years to come.

That's assuming no recession-effect knocks props from under labor market.

Unions, led by aggressive Lewises, Reuthers, Murrays, push labor rates higher and higher. They'll keep that up. It's what they live on.

For decade most of the rising payroll cost has been passed on to customers.

Now there's growing resistance to prices, with possible exception of Government in its customer role.

Another new factor gains strength in the squeeze play. That's tremendous expansion of plant capacity since the war, particularly since Korea.

New capacity means tighter competition for markets. So while payroll costs push up, competition pushes against price.

Which means you may expect great

effort for increase in cost-cutting efficiency.

It will be achieved in various ways. Newest automatic production machinery, for example. Replacement of grown-like-Topsy plant layout. Modern materials handling.

On a larger scale take, for example, any company that has several production plants. Some are old, some new. With few exceptions production cost is much lower in newer plants.

So over-all efficiency could be increased just by closing old plants.

But that would mean company's loss of relative position in its markets. It also would be throwing away its chance to expand.

So more likely move will be to replace old plants with new, efficient layouts.

All of which promises good business in all kinds of equipment, tough price problems in all kinds of business.

► WHAT WOULD A ten per cent drop in sales cost you in profits?

That's something to think about in view of widespread wonder about 1953 business level.

Let's look at '49 dip: Sales of manufacturers averaged \$17,630,000,000 monthly in '48. Drop in '49 was to \$16,339,000,000. That's seven per cent.

At same time profits of manufacturing corporations tumbled from \$11,500,000,000 to \$9,000,000,000—a cut of more than 13 per cent.

Industrial production went down nine per cent. Over-all, retail sales held about even with '48 level, but department store sales slipped off six per cent.

Note: Construction went up steadily despite the manufacturers' recession.

► OR GO BACK 15 years, look at what happened in 1937-38.

Recovery from deep depression had brought new, re-awakened demand all along the line, in every segment of upward-bound economy.

In '37, production of durable goods was second highest in history at that time, surpassed only by a few points (Federal Reserve Board index) in 1929. It was three times volume of '32 low.

U. S. Steel's sales soared in '37 to \$1,038,000,000. Profit was \$94,944,000.

Then came '38—and sudden, unexpected drying up of demand. Production of durables plummeted 44 points from 1937's 122—a drop of 36 per cent on volume.

U. S. Steel's sales fell to \$611,000,000. Profit turned into a loss of \$7,717,000.

What caused the switch? Experts argue that. Some contend it was a tightening of credit.

Today's application: Bank rates on business loans—have risen from 2.1 per cent in 1947 to about 3.5 per cent last month.

► MEASURE YOUR WAIT for industrial application of atomic power in decades—not years.

Production of electric energy from atomic power is expected to become physically possible within very few years.

But the question is: How long will it take to bring efficiency up, cost down, to make such energy competitive with electric energy plants now in use and being built?

If it follows steam plant pattern it will take 40 years.

Thomas Edison built the first central station steam generating plant in New York City in 1880.

But it was 1920 before steam's efficiency line crossed that of the hydro plants that come in the 1900's.

What's happened since then? In 1920—with steam the most efficient method known—it took an average of 2½ pounds of coal to make a kilowatt hour of electricity.

Now Washington's (Potomac Electric Power Company) Potomac River plant produces a kilowatt hour for 7/10 of a pound of coal.

Engineers rate new steam plants as 38 per cent efficient. They expect to push that up to 50.

So levels of efficiency, economy that atom-made energy must reach to become competitive are rising constantly.

Note: Largest steam-generating plants world has ever seen are being built now to feed electricity into atomic energy installations.

First industrial applications of atom-produced power probably will come as by-product of other atomic production—which will bear most of the cost.

Such power use probably would be con-

washington letter

fined to general area of production.

Private electric utilities—since 1946 they have invested \$19,000,000,000 in plant and transmission lines to meet rising demand for electricity—expect their principal power source will be atomic energy—some day.

So they study ways to finance anticipated huge change-over cost.

► TAX LAW WILL be revised next year.

If recommendations of corporate taxpayers were followed there would be these changes:

1. Excess profits tax—tossed out or drastically cut.
2. Double taxation on corporate dividends (as profits and as income) eliminated.
3. Depreciation allowances—made more adequate.
4. Section 102—concerning accumulation of surplus, will be revised two ways: To increase allowable surplus and put burden of proof on "undue" surplus questions on tax authorities instead of on taxpayers.

Those are highlights revealed in spot check of questionnaires returned to Joint (congressional) Committee on Internal Revenue Taxation.

Purpose of questionnaire: To aid committee staff in preparing recommendations for improvements in tax laws.

As to personal tax questions, most often raised points concerned changes in capital gains and losses provisions, deductibility for child care costs by working parents.

A large number of those queried report present tax laws curtail incentive.

Note: There's strong chance that taxpayers' answers will affect proposed revisions of law.

And also strong chance that taxpayers' failure to complain of unfair or unreasonable tax laws will be taken as approval.

There's no deadline on filing questionnaire returns. If you want committee to hear your ideas write to U. S. Chamber of Commerce, Washington 6, D. C., for questionnaire form.

► INDUSTRY'S BIGGEST customer buys in an erratic fashion.

Customer is government. Goods involved: Security expenditures, including

armed services, foreign aid programs.

Experts still puzzle over \$1,000,000,000 drop in August defense spending.

Many expected big part of the deep dip was caused by delayed billing, temporary interruptions—things that would catch up in September.

But September's security payouts totaled \$4,318,500,000.

Which means it failed not only to make up any of the August dip, but it failed also to match July's \$4,415,000,000.

Thus trend line that was expected to rise steadily to near \$5,000,000,000 per month by the year's end has bent.

► HOW CRAZY can you get?

That's a brass man's question, raised in connection with copper prices.

State Department made a deal with Chile, guaranteeing U. S. market for Chilean copper at 36½ cents a pound.

Ceiling on U. S. produced copper: 24½ cents.

To make its deal stick, U. S. requires domestic manufacturers to use 40 per cent Chilean copper.

Since largest producers of American copper also are fabricators, they must sell 40 per cent of their production to competitors at 24½ cents, or less, replace it with Chilean copper at 36½.

► BRIEFS: Gold Coast sends cocoa, not gold, to U. S. This year Americans will get 200,000,000 pounds of it. . . . Major household appliance makers are broadening their product spread—so they can offer complete one-brand line to retailers, strengthen selling effort. . . . Record high of 34,700,000 boys and girls—more than a fifth of total U. S. population—are enrolled in school this fall. Biggest jump: In elementary schools, where enrollment is up 1,600,000. . . . More beef on your table next year—that's prediction of F. E. Mollin, American National Cattlemen's Association. He reports slaughter will be "almost certainly higher" than in '52. . . . Oilmen say U. S. lost 3,000 wells this year because of steel strike. . . . Since World War II, U. S. has sent \$7,176,000,000 in grants and credits to aid Great Britain, where British Broadcasting Company this fall started program series to combat rising anti-Americanism.



How many days in payday?

For some people, payday *can* come too often—last too long.

Take your payroll clerk, for example.

For her—every payday may mean days of tedious preparation—hours of posting, checking, re-checking and reconciling.

Actually, 60% of most payroll preparation work is unnecessary.

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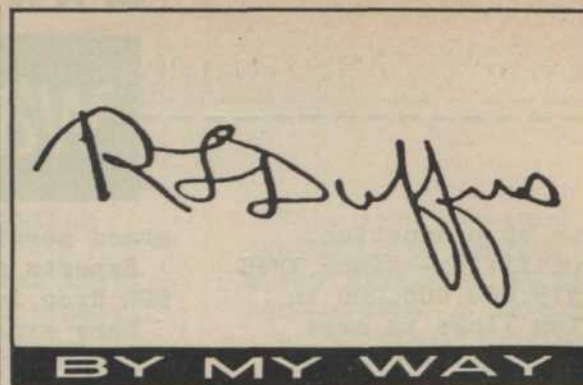
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Alaska calls us

WHEN these lines are in print we will, I believe, have been to Alaska, but because of the time it takes to get a line out of my bad typewriting and into this magazine's type I haven't yet laid eyes on what used to be called Seward's Folly. Russia's Folly might be a better name now, for the Russians in 1867 sold, for \$7,200,000, some 586,400 square miles of real estate that could now be useful to them. But if the Russians still held Alaska my wife and I wouldn't be going there—unless, of course, they caught us, convicted us of right deviationist tendencies and exiled us there. I wouldn't like that. I wouldn't wish to be in any place I couldn't get out of; this is one reason why I try to behave and not talk back to policemen.

Some Alaskan facts

THERE are a number of good books about Alaska. One I found handy is Edward A. Herron's "Alaska: Land of Tomorrow." From Mr. Herron I cull a few facts: in January Juneau is a trifle warmer than Spokane and not much colder than New York. (I won't mention Fairbanks; it does get cold there some-



times.) People say there are more Alaskans in Seattle than in Alaska, but it ain't necessarily so. In Ketchikan it rains 151 inches annually, but nobody stays at home on that account. You can still homestead in Alaska but there are easier ways of making a living. And you had better be a good farmer and have several thousand dollars. You can't go out and pick up quantities of gold nuggets in any known part of Alaska—they've already been picked up. In fact, most



Alaskans have to work for a living; people planning to go there to live might as well face the truth. I'll have more to say later on. Maybe I'm wrong about those nuggets; maybe I'll be the lucky one.

Slightly political

THIS is about my last chance to influence the election in this space, but I am not going to do it. I think every eligible voter ought to vote, but not all of them will. Perhaps few of us would like it if they did. Perhaps we would get chills up and down the spine if everybody ever turned out and voted 99.5 per cent for a Mr. Zinkle, because we would wonder what there was about this Mr. Z. Whoever wins, I hope there will be a healthy minority whooping and hollering and carrying on during the next four years and keeping the victorious party on its toes.

Why be President?

IF I had a friend or relative running for President I am not sure I would wish him to win. It is all very well to have the band play when one arrives anywhere (that is, anywhere there is a band); it is all very well to precede one's wife through doors, because if she wished to go first why didn't she get herself elected President; it is all very well to appoint persons to office by and with the consent of the Senate; it is all very well to have one's picture in the paper every day, along with quotations from one's wise or foolish sayings; it is all very well to be able to cash a check at any bank, and no questions asked; it is all very well to have cats, dogs, streets, parks and even small towns named after oneself; it is all very well to have a house rent free. I sneer at none of these things. But it is not well to be called names by good people who happen to differ with one politically. And it is not well to be waked up in the middle of the night and asked to decide the

future of the human race. I wouldn't wish this to happen to a friend or relative of mine. Maybe I shall vote against my favorite candidate.

The Elephant and the bird

A DUTCH hen, according to a dispatch from The Hague, has been hired to assist in the shipment of elephants by air from zoo to zoo or from wherever elephants are born (Africa or India or maybe Siam) to the zoo that wants one. Elephants feel safer when a bird is sitting on their backs; if anybody wants to know why he should ask an elephant. Perhaps a bird keeps off



mosquitoes. Perhaps it is good company, though that, of course, would depend on the bird. At any rate, an elephant likes birds and a hen is enough of a bird to satisfy most elephants. What this teaches me is we should not judge animals or persons by their appearance. An elephant, which looks formidable at first glance, may be timid and sensitive to a fault, and the same may be the case with some human beings that one would rather not meet in a dark alley at night. Maybe they're just lonesome. Maybe they need a bird. Maybe if they had a hen or a canary they would reform.

Let them talk

THE Eighty-second Congress, down to the time it went on its summer vacation, had talked or inserted 35,999 pages in the *Congressional Record*, at a cost of a little more than \$3,000,000, or something like \$5,400 (in very round numbers) for each senator and representative. This talk did not consist wholly of words of wisdom. Little or none of it will survive, to be read and admired in generations to come. But I am glad to pay my share of the cost of having those speeches made, printed and distributed. One of the proofs that this is a free country is that a good deal of talking goes on, some of it foolish, some of it in legislative halls where we look for wisdom and find something else at times—but it goes on. Nobody has to follow any "line." Nobody has to shut up, so long as his language is parlia-

Everybody knows where the "Golden Gate" can be found... but

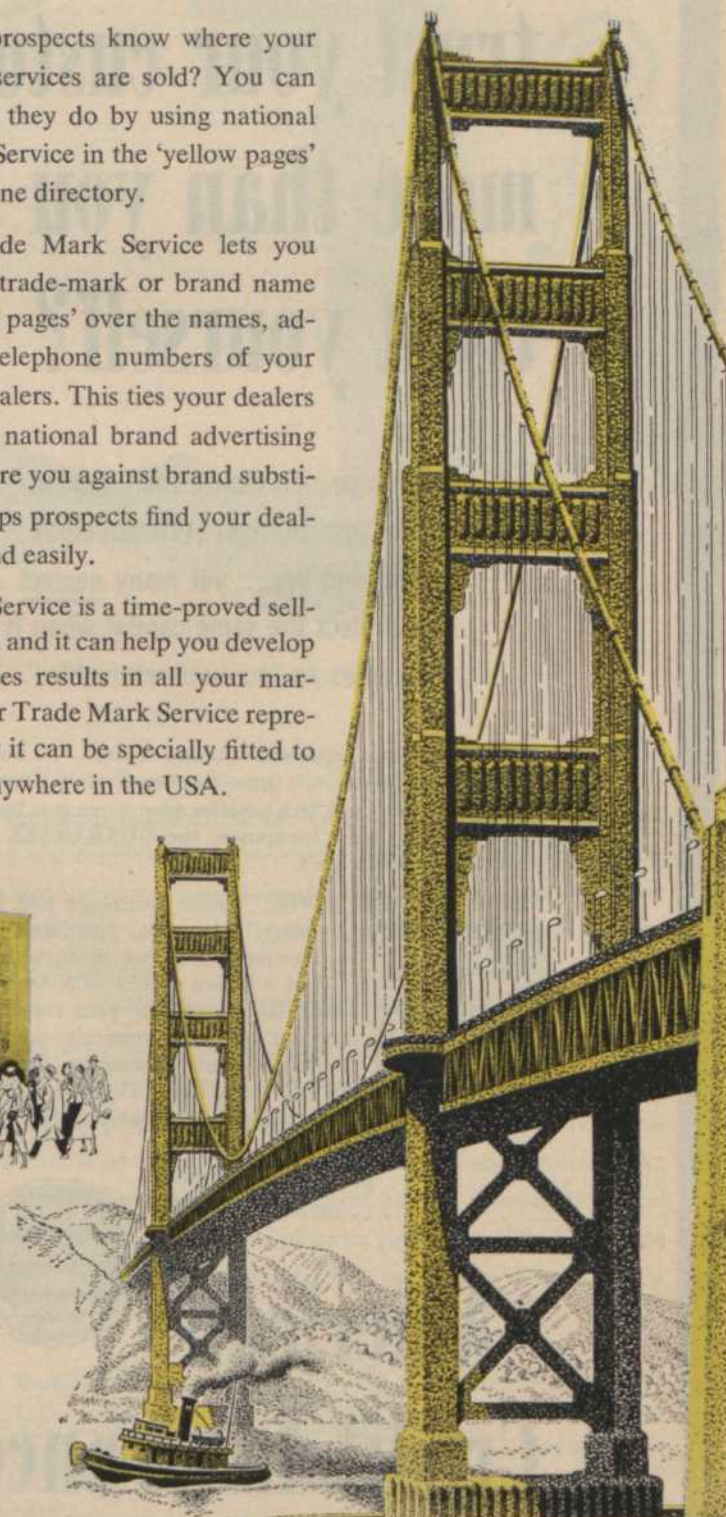
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mentary. Talking doesn't saw wood but, just the same, it is a mighty fine institution and I like it.

We still give thanks

THE kind of Thanksgiving I was brought up on, mainly in Waterbury, Vt., was largely an exercise in eating. If a person didn't end that meal in a kind of torpor he hadn't done right by it; he had skipped his third helping of turkey, stuffing, mashed potatoes, mashed turnips, mashed squash and boiled onions; he had taken mince pie and omitted the pumpkin pie; he had failed to eat any plum pudding with hard sauce; he had merely trifled with the nuts, raisins, grapes, oranges and candy. In short, he had been a bad citizen. Nowadays we are not so strenuous. Few of us eat as much at Thanksgiving as we used to, or as our parents and grandparents used to. But Thanksgiving was also a day when families and friends got together, and hard feelings, if there had been any, were forgotten. It was a day for good will. It's still that—the years that ruin so many things have left the spirit of the day intact.

The trumpeter swan

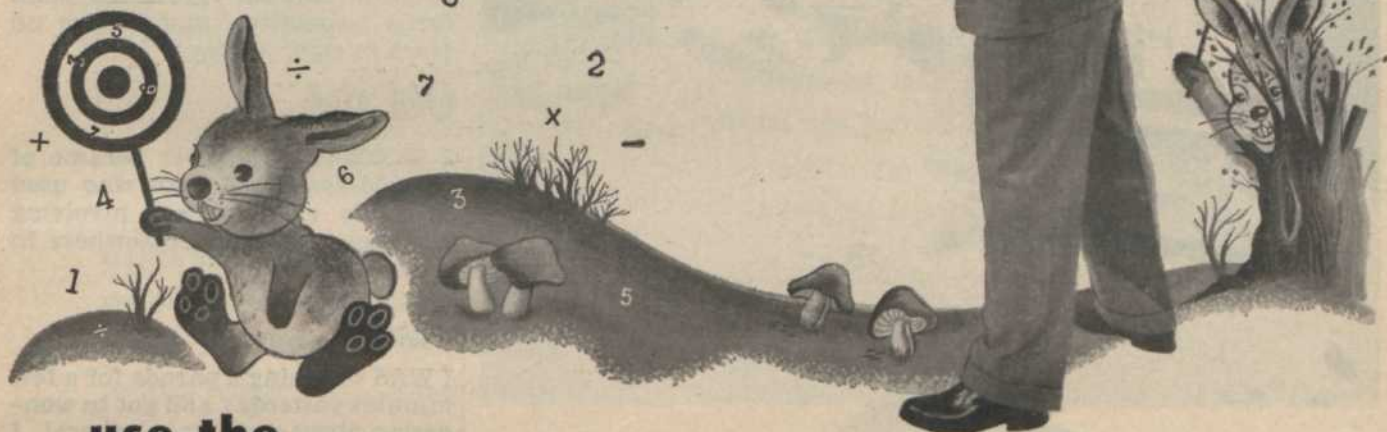
I AM NOT personally acquainted with any trumpeter swans. I do not even know any swans that play the flute, though I am a neighbor of about seven swans of the usual sort that swim up and down the Saugatuck River, in Westport, Conn., during the summer vacation season and sometimes later. However, I am glad to learn that the trumpeter swan, after almost



becoming extinct, is on the increase. Last summer the Fish and Wildlife Service counted 571—36 more than a year ago. And of course some little trumpeter swans may have been born since then. I think we should save as many species of rare but attractive birds and animals as we can. Then, if the human race ever becomes extinct or threatens to become so, we can feel that our successors will be worthy. Or the time might come when the trumpeter swan, restored to its former vigorous numbers and activities, would take steps to protect the human race. Maybe it

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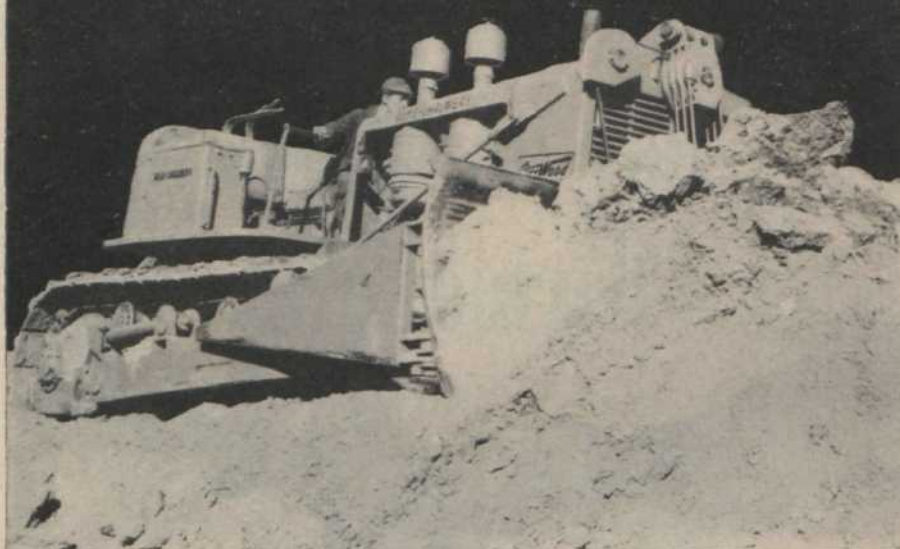
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would, in gratitude for past favors, set up preserves where mankind could live in peace.

Some old friends pass

THE New York Central Railroad has, or did have, 300 steam locomotives that had seen their best days and were to be sold for scrap. I suppose this is the equivalent of a horse being turned out to pasture; the locomotive does not really die but is transformed into something else. No doubt I could have had one of those engines for a relatively small sum of money and I came near asking the New York Central about it. But our yard is too small for a locomotive, and I have no track or right of way.

Old style

I WONDER what ever became of the old-fashioned man who used to make election bets involving wheeling somebody somewhere in a wheelbarrow.

Parades

I WAS watching a parade for a few minutes yesterday and got to wondering about parades in general. I think I can understand why many persons like to dress up and march,



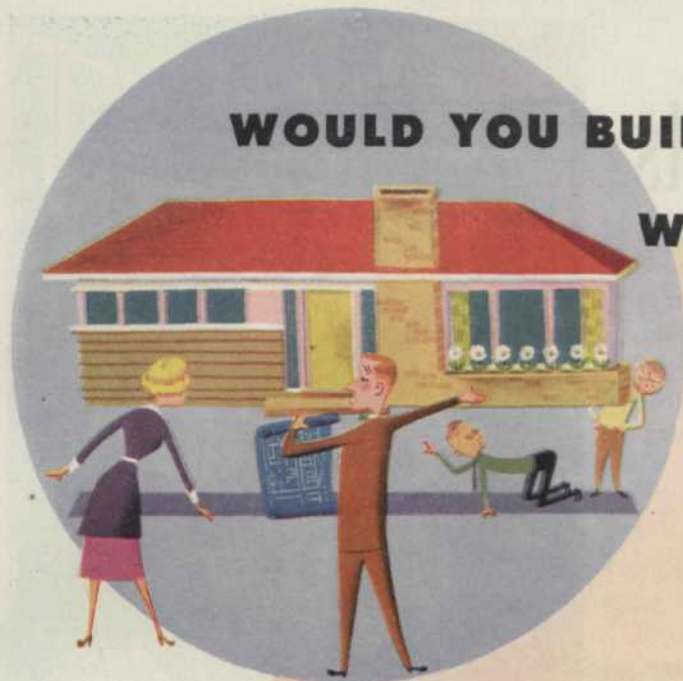
with others similarly minded, along Main Street. They feel that they look better than usual, which is sometimes but not always the case. They also feel a bit more prominent than usual, as indeed they are. Finally, when we are parading or watching parades we aren't working.

The Allen family

ELIJAH ALLEN, a Revolutionary War veteran, bought a farm near Jacksonville, Vt., in 1821. In 1825 he deeded it to his son, Jonathan. Jonathan's son Elijah II was the father of the present owner, Wallace Allen. With his sons and a nephew (not to mention Mrs. Allen) Mr. Allen runs a successful dairy farm. I take these items from an article by Neil Priessman in the autumn issue of *Vermont Life*, with some good photographs to prove the point. And the point is, I think, that we Americans, restless though we are, aren't wholly without roots.

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Trends

OF NATION'S BUSINESS



BY FELIX MORLEY

ONE conclusion is inescapable, as the tumult and shouting of this phenomenal election reach climax and fade away. Seldom, if ever, have personalities played so pronounced a role in American politics. And seldom or never have the fundamental principles of our Government received less consideration from the contestants.

As pure drama, focused by television, the fluctuations of the campaign, from the nominating conventions on, have left little to be desired. But that has brought little comfort to those who believe, with the Declaration of Independence, that the primary purpose of our Government is to "secure certain unalienable rights" for all citizens. One would not conclude this from the campaign oratory, but rather that the American conception of governmental function has become that of the Roman Empire in its decadence—*panem et circenses*.

Any third-rate dictator can provide "bread and circuses"—temporarily, at least. But to secure intangible rights for the whole body of citizens demands stable political institutions, carefully designed in this republic to promote wise legislation, supervised administration and impartial judicial oversight.

To establish such a well balanced system the Founding Fathers labored valiantly, and with

acute political realism. They knew, as we often seem to forget, that all men are weak and many are corruptible. Therefore, by the Constitution, they established a form of government under which absolute power could never easily be concentrated, either in one man, one place, or one organ. It is this limitation of governmental power, in behalf of individual and local enterprise, that has given our federal republic unusual political stability. On that stability, in turn, all of our remarkable material achievement is built.

The somewhat extreme excitement of this presidential campaign has therefore been a cause of uneasiness to all who attribute first importance to stable institutions, rather than to inevitably unstable men. In both political camps there has been continuous overemphasis on personalities and equally continuous understatement of principles. And TV bears much responsibility here. For while a face and figure and voice can all be made up for the screen, it can do little to popularize political philosophy.

The net result, politically, is that a few individuals have lately been magnified out of all proportion to their actual import, for either good or evil. Meantime the profound significance of the governmental institutions we claim to cherish has been correspondingly ignored. Something of this unbalanced attitude was to be expected during the fever of an election year, but not to the extent witnessed.

Fortunately, however, the very intensity of feeling over the Presidency has been working to curtail the power of that office. When General Eisen-

hower defeated Senator Taft for the G.O.P. nomination, supporters of the latter felt for a time that all was lost, and dragged

their feet. In consequence the victor soon made terms, almost as a suppliant, with the vanquished. Governor Stevenson similarly outran Senators Russell and Kefauver at Chicago, but promptly was forced to become far more placatory to the southern Democrats than President Truman had ever been.

And this is by no means the total of the senatorial influence which, as a whole, had pronounced effect on the course of the campaign. In Wisconsin, the demonstrated popularity of Senator McCarthy forced Eisenhower to swallow his feelings and indorse that sharp critic of General Marshall. In Virginia, Stevenson had to woo the unresponsive Senator Byrd, so respected there that no Republican could be found to oppose him. From California, Senator Nixon took his case to the people and won it while Eisenhower wavered. Incidents like these confirmed the point made earlier by Senator Jenner of Indiana when he told the Senate that "each of us is one of the 96 most powerful men in the world." Senator Jenner added that of this number, "50 members, Republicans and Democrats, can restore the republic."



Americans under 40 have had little opportunity to observe the potential importance of the Senate in our system of government. They only know theoretically, if they have made any study of our constitutional history, that the Senate was designed to prevent centralization of power and to do so by holding assertive Presidents in check. As Madison explained, in No. 62 of *The Federalist*, the Senate "is at once a constitutional recognition of the portion of sovereignty remaining in the individual states, and an instrument for preserving that residuary sovereignty."

Under the long regime of Franklin D. Roosevelt, however, the Senate consistently played second fiddle. Only once in this period, when F.D.R. sought to pack the Supreme Court, was a Senate coalition formed to preserve the separation of powers and bring the President to heel. But this temporary revival of senatorial assertion was short-lived. War always insures a concentration of power in the executive, and Mr. Roosevelt made the most of the opportunity.

During Mr. Truman's occupation of the presidential office the Senate has slowly recovered from its long subserviency. It did so through the development of a practical working combination of Republicans and southern Democrats which time after time has blocked the executive will. And this resistance has worked a far-reaching change in the whole political climate. For some

years now the Supreme Court has seemed to be a "New Deal" agency. But when President Truman sought to seize the steel industry, under his strange doctrine of "inherent" and unlimited power, it was the Court that threw him down, encouraging congressional conservatism.

As luck has had it, conservative Democrats—Senators Byrd, George, Maybank and Russell—have risen to chairmanship of the most important Senate or joint committees. And this long since suggested, given the practical assurance of Democratic control in the new Senate, that the outcome of the presidential contest was really less important than it seemed to be. For the farsighted could see that if Stevenson were elected he would have to work with the same southern senators who had so often thwarted "Trumanism." While if Ike were chosen he would find these same Democrats controlling the Senate and equally competent to check his course at will.

It was virtually foreordained, therefore, that by the current election the authority of the Senate would be augmented, while that of the Presidency would be cut down to constitutional size—which is substantial. If Eisenhower became, as some asserted, the "captive candidate" of Senator Taft, so did Stevenson, in effect, become the creature of the southern Democrats. Since continued cooperation between Senators Taft and Byrd could be assumed, no repetition of Rooseveltian supremacy was likely—barring another war—no matter who took over the White House.



In his recently completed three-volume biography of John Calhoun, Mr. Charles M. Wiltse tells in detail how that great South Carolina senator was able to exert his personal mastery almost continuously over four successive Presidents—Jackson, Van Buren, Tyler and Polk. Calhoun's fundamental technique was to disregard narrow party lines and to form effective, if fluctuating, coalitions of southern and western senators. The particular issue might be defeat of the northern interests working for higher tariffs, or it might be insurance that Texas would enter the Union as a slave state. In every case reluctant Presidents found themselves forced to follow at least the broad outline of the policies Calhoun desired.

History never repeats exactly. There are perhaps now no southern Democratic senators with Calhoun's uncanny political skill. On the other hand, Calhoun never enjoyed the aid of such a natural coalition as the Taft Republicans and Byrd Democrats developed during the Truman regime. The latter's successor in the White House knows in advance that he must cooperate with the new Senate, and very largely on its terms. While public attention has been concentrating on the presidential race the balance of power has moved down Pennsylvania Avenue to the Senate.



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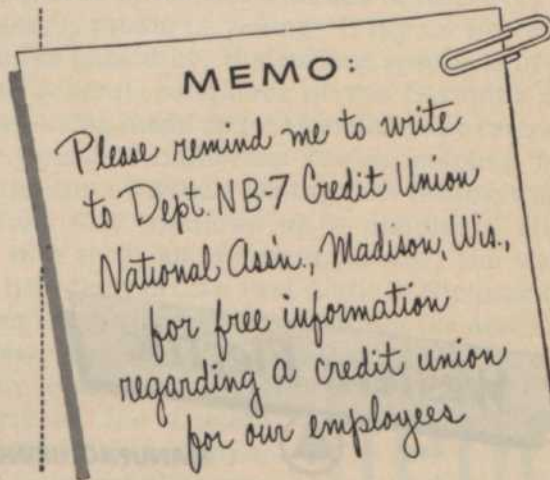
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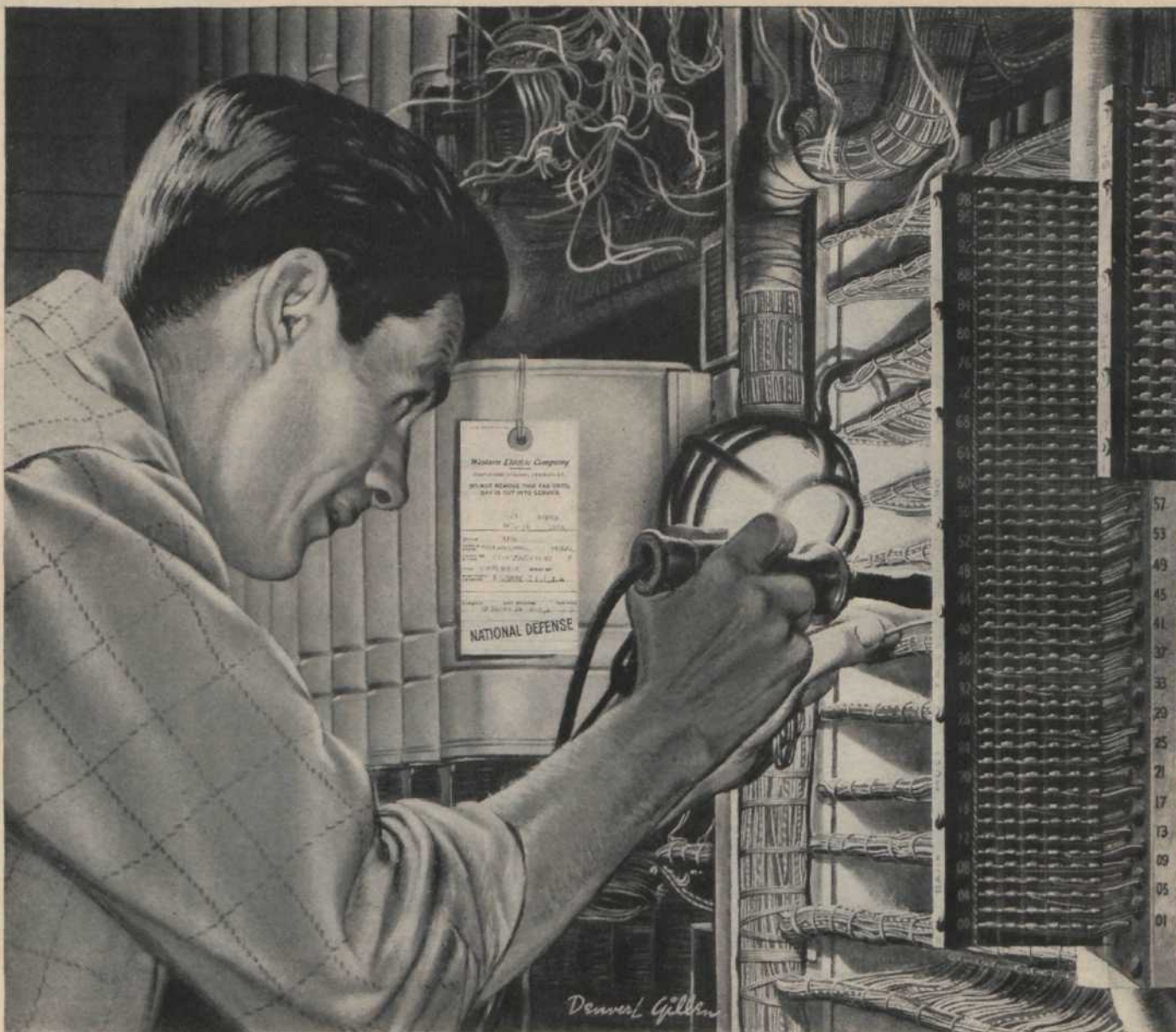
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BY EDWARD T. FOLLIARD

WASHINGTON MOOD

HAVING KNOCKED around the country in another presidential campaign, I agree with the old-timers on this much—that no two of these battles are ever alike.

The 1952 campaign has been astonishingly different. For one thing, there has been the John Alden role of President Truman; never before has an occupant of the White House waged such a furious coast-to-coast fight in behalf of another man. And there have been some other memorable “firsts”—the enormous audiences provided by television, for example; the far-ranging trips taken by Ike and Adlai in airplanes as well as on trains, and, significantly, the “invasions” of Dixie by both candidates.

What are the things we will remember about this campaign? It is too early to say, but it is a safe bet that it won't be the supposedly big things, the carefully staged things.

Political reporters, when they sit around the National Press Club and reminisce about these quadrennial battles, hardly ever mention the oratory they have endured. They may remember Al Smith's crack about not shooting Santa Claus or something like Mr. Truman's “I like Old Joe,” but that's about all.

Most political oratory gets to be tiresome, and most political orators do, too.

The one sure-fire and enduring hit is the United States itself. Those who leave Washington to go campaigning always get a belt out of its majestic size, its wealth and energy. They warm up to its friendliness and good nature, and sometimes they even get a little rapturous as Indian Summer comes along to splash the foliage with scarlet and gold.

The candidates are stirred by all this, too. Governor Stevenson is moved to exclaim about this “thrice-blessed land of ours.” And General Eisenhower, talking to a crowd of students at Owatonna, Minn., tells them they have more to look forward to “than anyone born to a throne in Europe.”

It is not just campaign oratory either.

I think it is a good idea for an American

reporter, when traveling with a candidate, to stay close to the foreign reporters, the British and French, who are usually along. These fellows from overseas spot things, or are impressed by things, that often escape the rest of us. They are impressed, for instance, by the robust health of our boys and girls, and especially by the excellence of the youngsters' teeth.

This led me to give a thought to the clothes that our young folk wear nowadays. How sensible they are! And how much more comfortable they must be, the blue jeans and levis and soft shirts, than were the knickerbockers, the starch or celluloid collars, and the frilly dresses of an earlier day.

• • •

The things you are likely to remember about a campaign are the little things, the odd things. Whenever I think of 1948 and Reno, Nev., I remember a woman who was standing on the sidewalk as we rode into town with Candidate Truman.

She was busy putting coins in a slot machine and pulling the lever. Cheers went up from the crowd for Mr. Truman and there was band music in the air.

The woman continued to pull the lever in hopes of a jackpot, and all we or the President (if he was looking) ever saw of her was her back.

A lot of little things crowd the mind in connection with the '52 campaign: the enigmatic expression on Taft's face that night in his home town of Cincinnati as he watched the performance of the man who beat him for the Republican nomination; the fellow in Louisville, who apparently had been in contact with one of Kentucky's most famous products, yelling “H'ray for Stevenson” as Ike passed by; the curious spectacle of a five-star general, conqueror of the Germans in the West, being made up for television; the revival of Abe Lincoln's humorous stories, inspired by Ike's criticism of Adlai's jesting; the feeling that New York City swallows up a candidate and makes him seem almost unimportant; the way people held their breath that night in Richmond, Va., when a platform collapsed while Ike and his party were aboard.

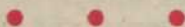
Denny Smith, a correspondent of the *London Telegraph*, called my attention to a crowd that was

OF NATION'S BUSINESS
Trends

applauding General Eisenhower one bright day in September. We were in a motorcade going through Des Moines, Iowa.

"Look," said Smith, "they are clapping their hands."

I hadn't thought of it before, but it is a fact that there is not much handclapping in American street crowds. Usually, if the onlookers are enthusiastic about a candidate, they will show it by yelling or waving or throwing confetti out of windows.



Despite all the talk about uniformity in this country, there are sharp differences in crowd reactions. Farmers almost certainly make up the most intent audiences, and, consequently, are the least demonstrative. Ike and Adlai probably would agree that they never ran into a quieter crowd than they did the day that both spoke at the national plowing match outside of Kasson, Minn.

The farmers were "listening" that day. Later on, we were told, they probably would read the texts of what they had heard, talk among themselves, and then decide what they were going to do. Fair enough.

The southerners, ignored for so many years by candidates for the Presidency, also are good listeners. But unlike the plowing match crowds, they not only listen, they sound off—and sometimes in a way that surprises northerners.

Ike was talking to a crowd in Little Rock, Ark. He blasted the Truman Administration for a while, denouncing the "mess" and high prices, high taxes, regimentation and so on, and then suddenly he became mellow. Why, he asked, couldn't there be a better climate of cooperation in this country? Why couldn't there be an atmosphere in which management and labor problems could be worked out in proper fashion and agriculture supported without regimenting the farmers?

"I believe we can do all these things," the General said, "if we will try to establish a feeling of 'Good morning, neighbor' instead of 'Well, who are you?'"

It was strange talk, coming from a candidate for the Presidency in the heat of a campaign, but the crowd at Little Rock liked it. Instead of the rebel yell, there came cries of "Amen! Amen!"



In a campaign, if there is time, I always try to read the local newspapers, and particularly that section on the editorial page devoted to "Letters to the Editor."

There is good reading in these lively forums. In the past few months, *Pro Bono Publico, Veritas*

and the other letter writers have been the only people willing to make a forecast, the paid experts having become shy as a result of the 1948 debacle.

In an Arkansas paper, there was a letter from a Mike Melrose. Mike observed that Ike and Adlai were contending for a job "that's got more worries than has any other job in the world, except perhaps the job of Joe Stalin."

"I wouldn't be in either's shoes for all the money in the world," he went on to say. "One of them is sure to get stuck with the job. Harry is the smartest man of the trio. Harry quit. A man who knows when to quit shows good sense and plenty of wit."

Mike also did some experting, in defiance of the polls. He figured that, along about the last round, "just when Ike is uncorking his left to bring Adlai off guard, Harry will let fly with one of his '48 hay-makers off the floor and the battle royal will be over."



The battle royal is not over as this is being written, although it may be by the time it is being read. The outcome, as I leave the Eisenhower camp to join up with Stevenson in Springfield, is very, very much in doubt.

However, there are two observations that can be made which would seem to be valid no matter which way the election goes.

They are:

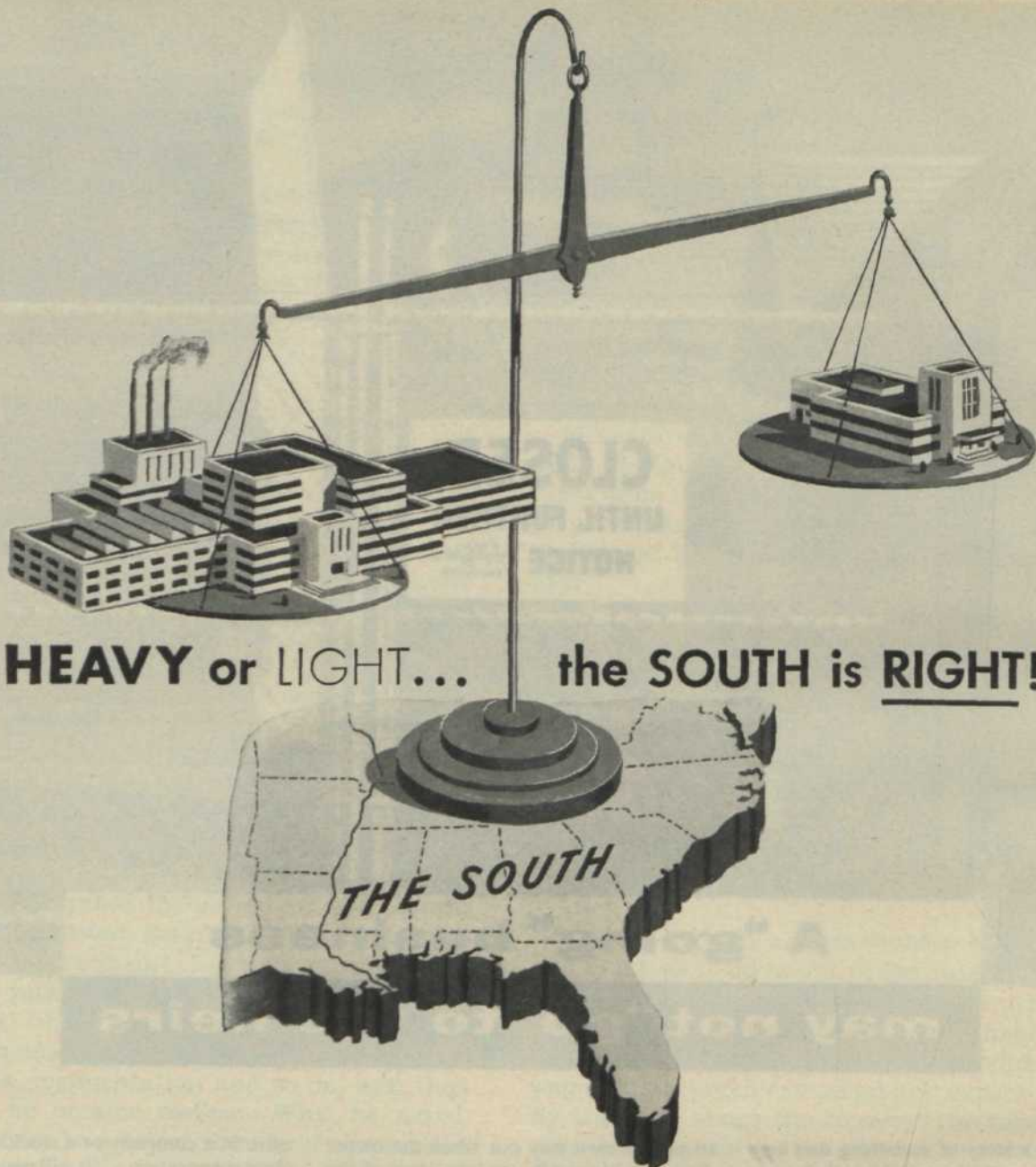
1. Hard though a cross-country campaign is and much as it takes out of the candidates in a physical way, the importance of the prize certainly justifies the effort. It is to be hoped that the time never comes again when a candidate can wage a front-porch campaign and expect to win. By traveling about the country, the candidates stimulate interest in the election and bring out the vote.

At the same time, they get a firsthand knowledge of the regional problems that the man who wins and goes to the White House will face.

2. It is to be hoped, also, that never again will candidates for the Presidency ignore the South as so many did before this campaign of '52. It is much too important to be by-passed, and deserves to be wooed no matter how it goes in any one particular election.

Ike, the first G.O.P. standard bearer ever to wage a real campaign in Dixie, got a reception in Atlanta, Miami and other cities that he won't soon forget. He knew perfectly well that not all the southerners who turned out to hail him would vote for him. It was a gratifying experience just the same, and proved that southern hospitality is not governed by party lines.

Taking the long view, I have a feeling that the General broke an important piece of political ice, no matter how this election turns out.



HEAVY or LIGHT... the SOUTH is RIGHT!

LARGE or small, heavy or light—industries of every kind and size find in the modern South a combination of advantages that make for sound development and growth.

For here, abundant natural resources and raw materials are economically close by. Efficient, dependable transportation is available. Competent manpower and fast-growing consumer markets are right at hand.

Today, a new era of industrialization is taking place in the Southland, because for industries of all kinds—large or small, heavy or light—the South is *right*!

"Look Ahead—Look South!"



SOUTHERN

RAILWAY SYSTEM

WASHINGTON, D. C.

Harry A. DeBattis
President

The Southern Serves the South

COTTON JOINS THE WONDER FIBERS

By **ARTHUR W. HEPNER**



BERN KEATING FROM BLACK STAR

New winter styles please Memphis' Front Street cotton merchants

LAST spring, New Yorkers may have felt they had acquired another wonder fiber. Already they had taken rayon to the bosom. Then came nylon, orlon and dacron. Now a leading retail men's wear chain dangled something else before their eyes in ads ballyhooing "terrific stuff."

In glowing adman language, this miracle fiber was guaranteed to be tough, lightweight and cool. Like a trained seal it performed a hundred different tricks. From coarse conveyer beltings or heavy rugs to fancy party finery, it could be dyed any shade of the spectrum, tailored or laundered to suit individual taste. Around it, a hungry family of moths would perish quickly from starvation.

Its name was new and bizarre—n-o-t-t-o-c. But it was just about as old as mankind itself. For n-o-t-t-o-c was nothing more than cotton spelled backwards.

The hoax had a sober point: after living amid the magical outpourings of laboratory test tubes, the retail chain concluded that good old natural cotton was still king. It remained the

COTTON, after livestock, is the nation's No. 1 farm product in terms of gross worth. For the crop year ended last summer, Department of Agriculture figures show, cotton accounted for \$3,304,315,000, the highest yearly income on its record. This is a significant gain over the late 1930's when the average yearly income was \$778,190,000.

Back of this growth is the story of a trade association—an organization that has courage and ideas.

For the current crop year, America had 26,051,000 of its 358,500,000 acres under cultivation in cotton. Estimates in early fall placed the possible yield at 13,700,000 running bales. This is over the 13,400,000 yearly average for the previous five years, and above the 12,800,000 yearly average for the 1935-1939 period. However, it is below the 15,072,000 bales of the past crop year. Reason for the shorter production of the current crop year is a slightly lower yield, less acreage, and the recent drought.



Cost of picking by hand is too high

principal substance in three fourths of our clothing, our socks, shirts, dresses, underwear, pajamas, handkerchiefs and linings of our shoes. It had bloomed into a major material in countless items handy around the home, farm and factory.

The typical American family and factory consumes more than twice as much cotton as all other fibers combined. In home and commercial use, the country has reached an absorption rate of 5,000,000,000 pounds of cotton a year. In contrast, we have been able to use up annually only 1,500,000,000 pounds of synthetics and 700,000,000 pounds of wool. It ain't hay, as the saying goes, but it's certainly plenty of soft, fluffy cotton.

This new supremacy, however, is a recent thing. Only 14 years ago, few people willing to gamble would have put a nickel on the future of cotton. The depression had struck it a disastrous blow. The price had fallen to five cents a pound.

Cotton farmers were well along the road to ruin. They got little comfort from the sight of glistening new chemical plants turning out all around them millions of pounds of competing synthetic fibers. At the market place where these man-made rivals elbowed cotton out of its familiar stalls, they watched the price of cotton sink steadily. What courage they had left, dejected planters mustered to look for more profitable crops to sow in their wasting soils.

From plantation to cotton mill to merchant, the

Dresses can be fashioned from feed bags





INTERNATIONAL HARVESTER

Machines, which are able to move many times faster, do the job for a fourth

industry was disorganized, demoralized and defeatist. Across the country shops had difficulty in disposing of the products made from 7,000,000 bales of cotton in 1938, even though this was some 3,000,000 bales short of a comfortable year's consumption. Besides, another 11,000,000 bales glutted the warehouses or were left standing to rot in the fields.

But like many another American industry forced to the ropes by conditions and competition, cotton finally rounded up its assets, determined to fight back. It began to marshal its forces down on the Mississippi delta, one of cotton's richest natural habitats.

There, a group of cotton men, inspired by Oscar Johnston, general manager of the Delta and Pine Land Company's giant 38,000-acre plantation, agreed that the moment had come to put an end to self-pity. Action, not lament, was imperative. "If the cotton business does not adjust to meet the competition from substitutes," Mr. Johnston warned, "it will soon be dead as the dodo."

The prescription was simple: organize, modernize and promote.

By organizing the industry, cotton interests believed they could turn up the formulas to get the public to choose its preference and re-establish the pre-eminence of cotton in the fabric market.

It was a great day for cotton when the six chief groups in the industry—planters, ginners, crushers,

merchants, warehousemen and spinners—formed the National Cotton Council of America at Cleveland, Miss., on June 15, 1938.

This was the turning point. The State of Mississippi, quick to sense the potential value of the Council, contributed \$9,000 to start it on its way. An early project was a study of cotton's markets and future, along with a search for gimmicks to enlarge the field.

If the Council beginnings were modest, its character underwent a rapid change. This year's budget approaches \$1,750,000. Income consists mainly of \$1,250,000 from participating members plus \$500,000 chipped in by outsiders materially affected by the welfare of the cotton business.

Over the years, the Council has searched continuously for tips that might raise the status of cotton. With offices in Memphis, Washington and New York, it keeps on top of every fabric development. Essentially, its many-sided undertakings fall into one of four categories: 1, sales promotion and publicity for cotton and cotton products; 2, research to enhance the quality and find additional commercial uses; 3, studies bearing on cost cutting at every stage from plantation to the housewife, farmer or industrial plant; 4, relentless vigil for legislation or trade restrictions of concern to the industry.

When the Council first (Continued on page 86)

Maid of Cotton Pat Mullarkey appeared in Paris, left, and at Santos, Brazil





The voice of the

IT'S AN old business gag that nobody can speak for the consumer. For instance, not long ago a bright young man developed what he thought was the most remarkable strawberry flavoring of all time. It would, he was certain, revolutionize the carbonated beverage—or soda pop—business and bring him a fortune. The brass in the food industry—at least that part of it that knew about this marvelous new flavoring—thought so too. Only it didn't happen.

True enough, nobody ever had tasted the likes of this artificial flavor. Put some of it next to the real stuff and you couldn't tell them apart—it was that good. So three big food companies scrambled forward to market soda pop with it as the base. Two of them did, in fact, market such pop and are sadder, if wiser; the third, exercising prudent caution, is only wiser.

This third was the Kroger Company, operating 1,900 grocery stores and doing \$1,000,000,000 worth of food business every year in 19 states—a fine outlet indeed for the flavorful wares of the bright young developer. In the Kroger Food Foundation's laboratories in Cincinnati the 25 food experts and scientists who test every product that Kroger sells were breathing hard over the new elixir. They were as enthusiastic as the young developer himself. By every scientific test, and by the simple test of their own sophisticated palates, this new syrup was really good. But nobody can speak for the consumer.

Because they knew this to be true, Kroger's management for the past 20 years or so has been consulting what it calls its Homemakers' Reference Committee as a sort of final authority before it puts a new product into its stores. So just to be sure, the new soda pop was sent out to the committee along with some tired old bubbly they'd been selling at Kroger for years. They wanted an opinion and a comparison—not that the laboratory people had any doubt of the result.

That, of course, would account for the radiant scarlet that suffused their learned phizzes when they saw the results. With all precincts in the 19 states reporting, the committee voted two to one in favor of the old, and obviously "imitation," flavor. That was that. The other two companies who went ahead and marketed the pop found out the same thing—the hard way. They had attempted to speak for the consumer; Kroger had let the consumer speak for himself. Kroger, therefore, was out only

the price of the committee test, which was paltry; the other companies had a failing product on their shelves and the loss was painful.

"This doesn't mean," says George Frederick Garnatz, director of the Kroger Food Foundation, "that you shouldn't try for better products; it simply proves that a properly conducted consumer panel can provide an accurate guide for developing products that will meet with acceptance."

Kroger and Mr. Garnatz are proud of their committee. Theirs was the first food company to have a Foundation to test their products; they are currently the only company with a consumer panel based on a constituent area. That is, the committee is selected from consumers in areas served by the stores according to population and the number of outlets in the areas.

In the 20 years of its existence the committee has been consulted 135 times or about eight times a year, on new products, the desirability of new products, packaging, labeling—anything to do with the manufacturing and merchandising of food and its consumer acceptance. The cost of these tests, incredibly enough, is presently running at the rate of less than \$4,000 a year; the saving, as we have seen, will run to many times that and the advantages are inestimable.

The committee, composed entirely of women, serves without pay. There are 750 members. All are wives and mothers—or have been. Some are grandmothers. They live in Alabama, Arkansas, Georgia, Illinois, Indiana, Iowa, Kansas, Kentucky, Michigan, Mississippi, Missouri, North Carolina, Ohio, Oklahoma, Pennsylvania, Tennessee, Virginia, West Virginia and Wisconsin.

This is Kroger's territory. This is where the firm's 25 branch offices and the 1,900 stores operate.

The 750 women are a typical cross section of the nation's population. There is no reason, by the way, for the number 750. The Foundation people just grabbed it out of the air and arranged their selective system accordingly.

Take the 750 and average out the Mrs. Kroger Stores of 1952. The lady's extreme age is 75; her youngest is 20. She averages somewhere between 40 and 50. She has 3.41 children—and the fractional statistic probably would startle her. Along with her husband, she owns her own home in two out of three cases. The average value of her home is \$12,000, although at least one of her colleagues

customer

By HENRY LA COSSITT

has a residence that cost \$70,000 and a number have \$5,000 houses and lots. She is a churchwoman and half of the time she belongs to one or more clubs.

Other than her church and her clubs and organizations, Mrs. Kroger Stores' interests seem to run to books, cards, dancing and golf. Her principal concern, of course, is her home and her family.

George Garnatz and the others at the Kroger Food Foundation — which handles the committee tests and questionnaires—say that she is the typical American woman. She takes a proprietary interest in the stores beyond her consultative duties. This, of course, is a circumstance not unwelcome at the company offices in Cincinnati. It means that 750 women are riding herd, so to speak, on the way the individual stores are run.

If the lady doesn't like something in the market where she shops she more than likely will write in and say so. After all, she's part of the company, isn't she? They depend on her, don't they? They do indeed and she's a loyal gal; so she expresses her loyalty in the only way she can: by taking an interest in Kroger beyond the call of duty.

There is no tension between Mrs. K.S. and local store managers. On the contrary, they are as chummy as pork and beans. It makes Kroger executives happy indeed that their people throughout the 1,900 stores are getting on so well with Mrs. K. S. that they have had scarcely any complaints from her regarding store management in years.

But Mrs. K.S. is gratuitous in her criticism of products nevertheless. Any day may bring a complaint from her concerning Kroger products or products of other manufacturers that the firm carries. On top of an answer to a questionnaire may come such comment as this, which arrived recently in a letter:

"I have noticed that the baked beans we tested last year are very dry lately and I wonder if something shouldn't be done about it." Something was. Likewise something was done about the following unsolicited opinion from a Mrs. K.S. in North Carolina: "That brand of bacon you sent to us several months ago has become so salty that it is unpalatable."

Not that the Foundation, which controls Kroger quality, takes this on faith; but it keeps everybody alert and the product under fire gets a thorough going over with perhaps a revision in preparation. Sometimes these

(Continued on page 74)

Behind the success of one
food chain are 750

homemakers who keep it

posted on what the

public will or won't buy



ABNER GRABOFF

YOUTH
EMPLOYMENT
SERVICE

WALK

When a teen-ager needs work or when a grownup has a chore that adult workers scorn, both

are usually able to solve their problems through YES

ES, WE

Phoenix, Arizona, has a Youth Employment Service operated for and by its youngsters. In fact, even the idea behind this nonprofit, community service came from a school girl

By **JOSEPH STOCKER**



Karin Stallcup

WHEN a teen-ager needs a job to buy something or just to finance a date, he's usually faced with the prospect of pounding pavements and ringing doorbells.

This, at least, is what the teen-age job seeker is up against in some communities. But not in Phoenix, Ariz. Not since July 19, 1948.

That was the day when YES (Youth Employment Service) opened for business. Its mission: to find jobs for youngsters.

YES has done that—and then some. Since its inception, it has taken applications from about 9,000 boys and girls of high school and college age and found jobs for one out of every two.

Does Mrs. Jones need a baby sitter, or someone to help with the housework? YES has just the girl for her. Or Mr. Jones—he's looking for a boy to do his yard work, maybe, or one who can sweep out the store and help wait on trade during rush hours. YES has just the lad.

This nonprofit community service is operated exclusively by and for teen-agers. In fact, it was a teen-ager who thought of the whole thing.

Karin Stallcup, then a pretty 17-year-old high school student with chestnut hair, was a leader among Phoenix youth. Thus it happened that, when a group of grownups got ready to hold a conference on youth problems, they invited Karin to speak.

Karin spoke!

She said that if grownups really wanted to do something about the youth problem, they could help organize an employment service for young folks. Some needed jobs to complete their schooling. Others might keep out of mischief if there was work for idle hands.

After Karin finished, up stepped John Walker, county juvenile probation officer. He thought Karin had a good idea. Would she meet him at his office and talk it over?

Thus was formed the blueprint for the Youth Employment Service. Then they brought in some adults—businessmen, lawyers, public officials—to help get it started. But, aside from hopes, good intentions

and plenty of free advice, there wasn't much to start on.

So the grownups increased their activity. They got a contribution from the County Juvenile Probation and Parole Association and another from the American Legion. An office supplies firm contributed a desk and file cabinets. A typewriter firm gave a typewriter. The city's two jointly published newspapers, the *Arizona Republic* and *Phoenix Gazette*, gave office space.

Two weeks after Karin Stallcup's speech, YES was ready for business. Karin herself was to run it—without pay. She went down to her office early on opening day, thinking to tidy up the place before the first applicant came in. When she arrived, she saw a long line of youngsters.

"Are you waiting for us?" she asked.

"Yes!" came the chorused rejoinder.

The answer was symbolic. By the end of that first day, YES had received 160 job applications.

There was only one small hitch. YES had plenty of job seekers but practically no jobs to send them to.

Again the sponsors of the employment service went to bat. Karin made scores of talks before civic groups, pleading with grownups to send job listings. Juvenile Judge Charles Bernstein wrote letters to potential employers. The Chamber of Commerce publicized YES among its members—businessmen who might have jobs available.

It wasn't always easy to convince an employer that a teen-ager could do the job he needed done.

"Kids don't work as hard these days as they did when I was a boy," one businessman growled.

"They sure do," said Karin earnestly, "if they're given a chance."

As a result of the campaign, the community heard about YES—and began to use it.

The job offers ran heavily to yard work (for boys) and baby sitting (for girls). But there were other things for them to do. There were people who wanted delivery boys, janitors, typists, stock clerks. Ranchers needed husky young wranglers, swim-

HAVE JOBS FOR KIDS



YES, WE HAVE JOBS FOR KIDS

continued

ming pools needed lifeguards, a theater wanted a doorman, a department store had openings for young and pretty models.

It was election year, and candidates needed kids to tack up posters, address envelopes and circulate petitions.

One teen-age girl took on a baby-sitting chore—and found that her "babies" were three Siamese cats. Their owner was going on a week-end trip and wanted to be sure his pets were well cared for.

A teen-age boy dug and sorted worms for a man whose business was supplying them to fishermen. Another helped gather up ladybugs which were sold by the sackful to farmers. Seems that ladybugs eat certain pests.

The young job hunters ranged from 14 to 19 years old. But one boy of nine put in his application, and a middle-aged gentleman of 25 came around one day to see if there might be something for him.

For two lucky teen-agers, business turned out to be practically indistinguishable from pleasure. One boy was employed as a companion for another. All he had to do was swim, play tennis, collect his pay and grin when his chums exploded, "You call that work?" Another was hired to escort a young girl to a dance. She was a visitor from out of town and her aunt hit on YES as a happy solution to the dating problem.

By the end of its first year, YES had processed 2,000 applications and was batting .500 in placements. But it was also in danger of folding up. There

was no money. Karin Stallcup thought that whoever took her place as director should be paid with something more tangible than compliments and gratitude.

She appealed for a sponsor who could pick up a \$1,600-a-year tab to keep YES in business. The Sertoma Club, a service organization of business and professional men, quickly volunteered. Most of its members were young men—young enough to remember their own teen-age days and to be sympathetic toward the problems of growing up.

Sertoma has been the angel ever since. But it has done more than merely ante up \$1,600 a year. Its members conducted a job census of every firm that might be able to put a young person to work.

"It has proved to be the thing that has kept our club together," said Royal Marks, who was president the year that Sertoma began sponsoring YES. "There's no excuse for a civic club unless it's doing something for the community."

That YES and its sponsor are doing something important for the community can be certified by many a Phoenix teen-ager whose need was critical.

To YES came young folk whose futures depended on part-time work. Without jobs they would be unable to stay in school. Some were so broke that they had to borrow bus fare from YES to get to the jobs that were found for them. Some had to have jobs to help support their families.

One day a sad-eyed boy of 14 entered the office. He told his story: he had stolen some money and been caught.

YES found him a job, enabling him to pay back the money.

Things aren't always grim, although they must have seemed so to the young man who burst into the office one Saturday morning. He needed to earn \$3.19 right away. He had left a suit at a cleaning shop and if it wasn't called for by one o'clock, it would be sold for charges.

Whatever the need, it's serious for the youngster involved. YES knows that, and so do the understanding grownups who have helped keep it alive.

They've also helped YES steer a course through the adult business world. It complies with the child-labor laws. It sends no young people to work in places where liquor is consumed, has filled no house-to-house solicitation jobs.

Adult employment agencies were wary of YES at first. They thought it meant competition. But YES convinced them that it would do them more good than harm, by relieving them of young and inexperienced applicants.

YES keeps an eye on its youthful job holders after it sends them out to work. Follow-up calls are made to employers to find out how the kids are doing. That way a youngster can accumulate references for the time when he goes looking for another job.

The employment service also keeps its eye on the employers. If a grownup takes advantage of his teen-age hireling, he gets no more teen-agers from YES. If a baby-sitting assignment is in a questionable neighborhood, the service checks in advance to make sure it's bona fide.

"If anything happened to one of our baby sitters," said a YES director, "we'd be out of business."

The agency even warns its youngsters about the little eccentricities of employers. It learned, for example, that one businessman kept a hard chair and a soft chair in front of his desk for job interviews. If an applicant sat down in the soft chair, that to him meant he was lazy. Out to its clients went the word from YES: "Pick the hard chair, kids."



Phoenix youngsters not only have a chance to earn pin money but also to win self-respect

At least twice YES has gone to bat to collect wages due its clients. It had to go into court in one case. In another a local householder had refused to pay his yard boy. The teen-age director of YES called on him personally.

"We have lawyers and judges on our advisory board, you know," she said meaningfully. She got the money.

But YES doesn't have to do this sort of thing often. Phoenix grownups are happy to pay their teen-age workers and happy to have a service which supplies them when they're needed—Johnny-on-the-spot, or Janie, as the case may be.

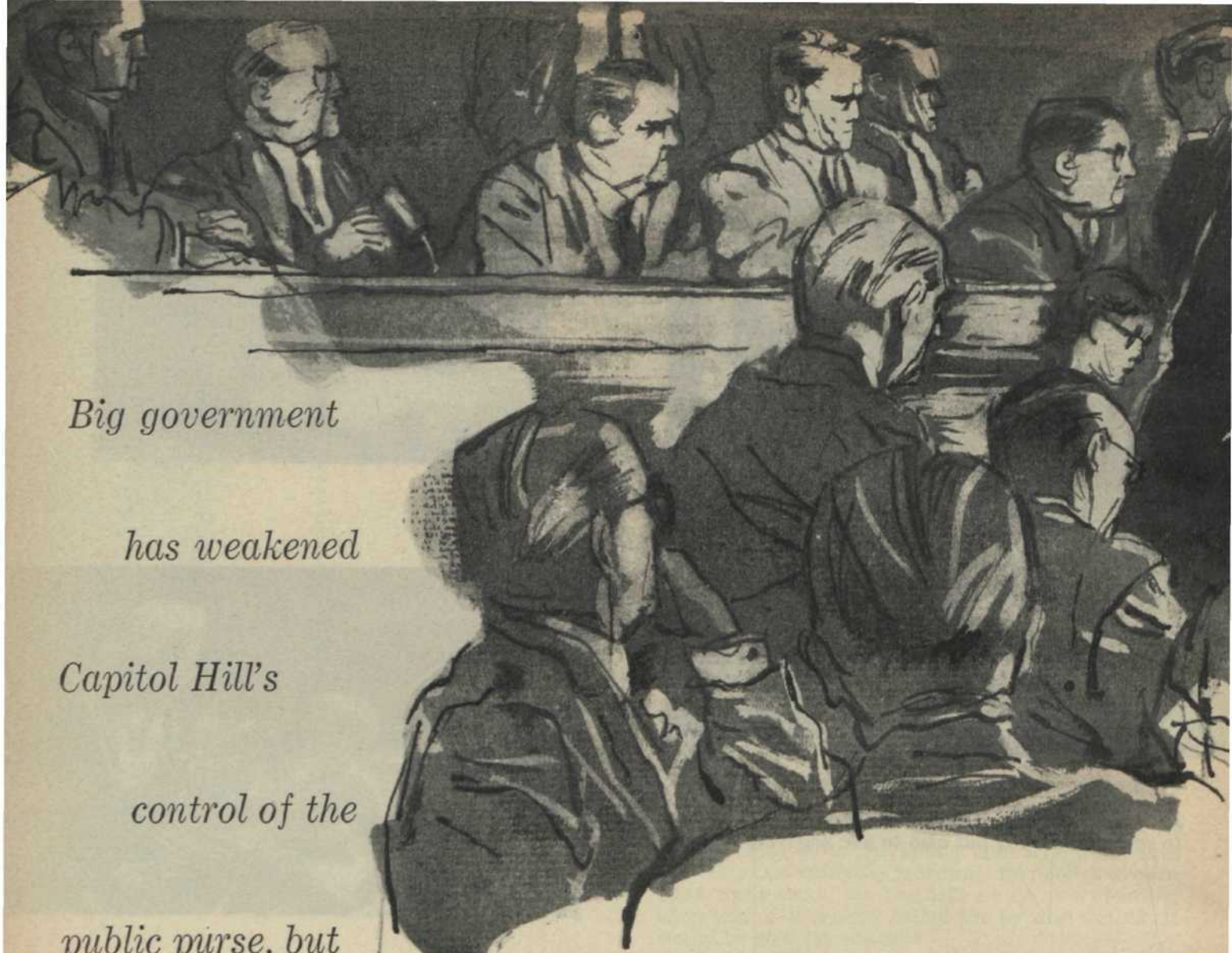
As for Johnny and Janie, YES has meant a chance not only to earn pin money but to win a little bit of independence and a lot of self-respect. It has helped them to develop poise and responsibility, to explore their own capabilities and perhaps learn what they're best suited for in life. It has meant an opportunity to gain experience that will help when they start out in quest of a livelihood.

For the community at large, YES has been a boon. It has afforded employers a ready source of young and eager hands to fill jobs that grownup workers scorn. Juvenile officials say it has brought about a 20 per cent drop in burglaries and petty thefts.

Thanks to YES, a desperate kid named Johnny doesn't have to steal to get the money he needs to keep a date with a trim and fetching miss named Janie. He can go to the Youth Employment Service and say, "Got a job for me?" Often as not, the answer is a cheery and reassuring "YES!"

END





Big government

has weakened

Capitol Hill's

control of the

public purse, but

investigations have become

Congress' New Power

By SAM STAVISKY



PAUL HOFFMASTER

DURING the summer of 1944, in resigning as chairman of the Senate Defense Investigating Committee, Sen. Harry S. Truman, Missouri Democrat, counseled his colleagues of the Seventy-eighth Congress:

"In my opinion, the power of investigation is one of the most important powers of the Congress. . . . An informed Congress is a wise Congress; an uninformed Congress will forfeit a large portion of the respect and confidence of the people."

Since the end of World War II, Congress has been increasingly seeking to inform itself on the complex operations of our Government.

The Eighty-second Congress has most enthusiastically of all practiced what Senator Truman preached, conducting approximately 250 investigations beyond the routine of legislative and appropriation committees.

During the past several years, congressional probers have exposed criss-crossing skeins of corruption, waste, and inefficiency throughout the Government. This is not necessarily new. Basically these investigations are part of an unceasing battle between the executive and legislative branches of Government for control of the national policy and direction.

In the past, Congress' most useful weapon in curbing the Chief Executive was its power of the purse. By granting, limiting, or withholding appropriations, Congress could enforce its views on most issues.

Since World War II, however, Congress has been losing its grip on the purse strings. Legal and moral

commitments to long-range programs have left Congress less and less control over the annual budget.

Former Undersecretary of the Treasury Roswell Magill, analyzing the Administration's recent budget requests, has demonstrated that little more than one third of the immense sums the President asks annually has been susceptible to congressional fat-trimming. Mr. Magill, now teaching at Columbia University, found that the remaining two thirds of the budget is "untouchable"—committed for defense obligations, interest on the public debt, trust funds, treaty claims, and aid to the states, farmers and veterans.

According to his analysis, only about \$29,000,000,000 of the President's budget proposal of \$85,400,000,000 for fiscal 1953—which began July 1, 1952—was subject to congressional pruning. The biggest chunk of the budget—and of the tax dollar—was tied up in commitments.

Congress has become aware of its waning power of the purse. Several remedies have been tried, but without much success. Other remedies have been proposed, such as suspension of all government spending, except for essential military items and debt interest, to permit a strict review of what's essential to the defense economy; limiting federal expenditures to anticipated revenues; setting up a joint congressional watchdog committee, staffed with fiscal experts, to keep a year-round check on the budget.

At the same time, however, beginning with the Eightieth Congress, the legislative branch has ap-



proached the problem from another direction. House and Senate alike have increased substantially the number of their committee and subcommittee investigations. Congressional investigations are as old as Congress, but lately the probes have become more penetrating and wider in scope. The inquiries have focused publicity on corruption, waste, and maladministration. As a result, in the power of the question mark Congress has found a substitute—at least a partial substitute—for its diminished power of the purse.

So many investigating units sprang up in the Eighty-second Congress that the already crowded Capitol, Senate and House Office Buildings began to burst at the seams. Additional offices were hastily jerry-built in corridors, basements, and storage rooms. Two Senate quiz groups (Kefauver Committee and D. C. Crime Subcommittee) had to take up quarters in a hand-me-down building occupied by the Home Owners Loan Corporation. The House (Chelf) Judiciary Subcommittee could not turn up an unused cranny on the Capitol grounds and had to take shelter in a hotel. Here, the street-level office of Chief Counsel Robert A. Collier has a slanting floor, and two windows look out on a cluster of trash cans to the south, and a sagging wash line to the west.

The House Military Appropriations Subcommittee is tucked away in a windowless room hardly bigger than a storage closet. It's little wonder then that Chairman George Mahon hit the ceiling when he learned that an Assistant Secretary of the Army had established for himself a special suite of offices at the Pentagon including private bath and dressing room.

The outraged Texas Democrat fired a salvo of indignation at the Pentagon's big brass, and asked if this was what they regarded as essential military spending.

"Why can't he put on his pants and take a bath at home?" Democrat Mahon wanted to know.

With military spending taking the biggest bite of the tax dollar—some \$175,000,000,000 in the three years from the outbreak of war in Korea to July, 1953—this field has had an extraordinary attraction for economy-bent legislative sleuths. Some 22 congressional investigative units have been reported to be looking into various aspects of the military at the same time.

Critics charge that such a rash of probes leads to overlapping investigations and duplicative harassment of the Defense Department. Actually, such committees rarely get in each other's way. There's plenty of ground for all.

For example, probes of the House (Hardy) Government Operations Subcommittee, starting in the Azores, and investigators of the Senate (Johnson) Preparedness Investigating Subcommittee, taking off from Greenland, ran smack into each other in North Africa. Each group had independently inquired into construction of foreign air bases. A quick conference by the chairmen left the overseas air-base investigation with the Senate subcommittee, while the House unit concentrated its efforts on domestic military airfields.

The legislative investigators have little sympathy for complaints that the probes create confusion and slow down government operation.

"That's nonsense," snorts Rep. F. Edward Hebert, one-time New Orleans newspaperman, who heads the Procurement Subcommittee of the House Armed Services Committee.

"Sure we annoy them . . . like policemen on a beat. But we keep them in line because they don't know where we're going to hit them next."

The Louisiana legislator credits

congressional inquisitiveness with bringing about the Army's much publicized "Cost Consciousness Indoctrination Program," with its antiwaste schools, slogans, and scrap drives. At Aberdeen, Md., the Army Proving Ground even has a platoon which counts off with:

"Overcoats don't come from Heaven. . . . This one you wear costs 37. . . . The cost of living is going up. . . . Two-eighty-six for canteen and cup. . . ."

Some critics of investigations also argue that the large number of probes are themselves an example of government waste. As a matter of fact, however, the cost of investigations by the Eighty-second Congress will run to some \$5,000,000, little enough in light of the fact that some committee investigations aim to save billions.

For example, the Hebert Subcommittee directed its major effort for '52 at forcing the armed services to use a single-standard catalog in the purchase of common-use items. This reform alone, according to the Hoover Commission, would save ten per cent on military procurement, or an estimated \$4,600,000,000 on the current budget.

Again, the Johnson Preparedness Subcommittee can show arithmetically how it saved the nation \$1,000,000,000 in the price of rubber through its stimulation of an American rubber program, which the committee proposed and the Administration adopted. The committee figures it saved the country another \$500,000,000 on tin, an estimate supported by W. Stuart Symington, former RFC chairman.

Most committees don't salvage billions, or even millions, of course. Some investigating units only reveal stupidities, untangle snafus, and ignite hotfoots under lazy bureaucrats, and bring about corrective legislation or administration—accomplishments which cannot always be calculated in terms of dollars. Besides, there is a direct, if not always measurable, connection between the operations of the public till and the national security, as highlighted in the Benny Myers investigation, which tore down a honeycomb of privilege and graft in Air Force procurement; in the mink coat "follies," which led to drastic revision of the RFC lending policies; in the income tax scandals, which brought a housecleaning of the Internal Revenue Bureau.

Each of these cases again demonstrated that the executive branch cannot investigate itself.

(Continued on page 81)



The gas boom comes to the kitchen

*This is the story of a thriving
business that will fold a few years
hence—when the nation has
been converted to natural gas*

By CRAIG THOMPSON

THE TIME was 3 a.m. and the place a remote corner of Brooklyn—\$4.65 by taximeter from Times Square. Along the streets only an occasional spill of yellow light from a night-owl bar and grill gave evidence of life and movement—these and the clustered incandescence of the sprawling Greenpoint works of the Brooklyn Union Gas Company.

There, even the administration building, usually dark at this hour, was ablaze with light and in its second-floor cafeteria 75 men in work clothes chomped on doughnuts, gulped coffee, and studied diagrams of a job ahead. They were at the start of another day in the costliest, most complex house-to-house operation ever undertaken in the United States—the conversion of a nation from manufactured to natural gas.

Almost unnoticed, except in the money markets which have provided heavy financing, natural gas conversion has, since 1946, become the country's No. 1 boom.

With national reserves at the astronomical figure of 186 trillion cubic feet, and growing steadily despite increased consumption, a prodigious effort is being made to carry this fuel from the oil fields to every city and town in the nation. To this end, nearly 70,000 miles of transcountry pipeline have gone into the ground in the past six years, and more continues to be ditched in at the rate of about 27 miles per day. In the same six years conversion costs have reached a whopping \$4,000,000,000.

But many large areas of dense population remain to be converted, and before they can be, days such as the one that began somnolently, in the middle of the night in a gas works cafeteria, will have to be repeated some 3,000 times in other areas and communities. By then the costs may have climbed to \$10,000,000,000.

Every conversion day starts with a purge. On one wall of the cafeteria there hung a huge map of two New York City boroughs, Brooklyn and Queens. On

*Experience in some 200 towns and cities
has taught gas conversion men that anything is apt
to happen when they ring a doorbell*



the map's far edge, a full six miles from the gas works, a saddle-shaped section had been outlined in red chalk. The area, called Conversion District No. 30 for easy identification, contained about 13 square miles. A good half of it was part of Idlewild, one of the world's biggest airports, and therefore mostly open space. In the rest, about 35,000 people lived or worked in 7,000 homes, stores, small factories and the like.

Underneath 80 miles of streets there was a corresponding mileage of gas mains, and at 155 scattered points threaded taps, to which a hose could be attached, rose from this buried maze to street level. The first part of the day's work was to connect burners to these taps and flare off all the manufactured gas contained in the 80 miles of mains. Briefed and fed, the men broke into groups, manned a waiting fleet of 20 equipment-laden trucks, and set out for District 30.

An hour and a half later, predawn arrivals at Idlewild could have looked down on a weird sight as they coasted in from Europe. Scattered over the area adjacent to the airfield were at least 100 spumes of flame, each the size of an umbrella. Had these unscheduled spectators been able to remain aloft, they could have seen more torches spring alight at widely separated places until, as day broke, all 155 purge points were flaming.

In the brighter daylight the blue flames became

invisible, but still a little later at one point after another they became visible again as the blue fire suddenly turned a vivid, oriole orange. The color change was the signal that natural gas, pouring through more than 2,000 miles of 36-inch pipe at a pressure of 800 pounds per square inch, had completed its journey from Texas to Jamaica Bay.

With the color change came a change in operation. Now a crew of 2,500 specially trained men, each carrying a metal tool case and a big lapel button which identified him as an employee of something called Conversions and Surveys, Inc., moved into the district. Householders, shopkeepers, plant managers and, in fact, everyone in the area had been forewarned of their coming.

Two days before, capping a two-month campaign of newspaper ads, personal letters and instructional folders enclosed with the regular gas company bills, canvassers had gone through the district and left on the doorknob of every establishment using gas a final notice that the day of conversion was at hand.

Natural gas burns more lazily, and with a hotter flame, than does the manufactured kind. If left untouched after the changeover, a gas appliance can become a source of danger. Therefore the 2,500 conversion men must take down every coffee urn, hot plate, oven, stove, gas-fired furnace, clothes dryer, refrigerator and even the bunsen burners in



the high school chemistry lab, and by enlarging orifices and altering air mixtures, adapt each to utilize the natural gas safely and efficiently.

The big point is that the converters must find and fix every appliance; not a single one can be left unchanged. To achieve a minimum of inconvenience to customers and a maximum of safety, every effort is made to fit each conversion district to the available conversion force, so that the converters can wrap it up on the same day the mains are purged.

This is an operation of high technical order requiring intensive planning, skillful coordination and lots of experience. Local gas companies everywhere could do their own conversions, but they find it cheaper and quicker to turn the job over to specialists.

In the United States there are three companies that do nothing but carry out gas conversions, and of these Conversions and Surveys, Inc., is the largest. Born in a Washington hotel room in 1946, owned by a New York engineering firm, the principal assets of C & S are its "know how," summed up in 82 single-spaced, typewritten pages of instructions, and its specially trained labor force which, from a handful, has grown to 2,800 people.

Like its competitors, it sells its services to local companies—the Brooklyn Union job will take six months, and cost \$21,000,000, of which the C & S

payroll alone accounts for \$250,000 a week. And, also like the competitors, it is a company with an active present and no future. Some years hence, when conversions are finally finished, C & S will simply fold up and fade away, leaving a legacy of perhaps \$12,000,000 in profits earned during a probable 15 to 16 year lifetime.

But if this company is extraordinary, its labor force is unlike any ever before developed. It is a boomer force that moves from city to city, but stays on the same job. It is largely a bachelor force that, at present, is picking up wives as it moves about—at the rate of about 30 a year. It is a well paid force, averaging better than \$100 per week per man, and the new wives usually make their first homes in trailers hitched to expensive cars. Being so much on the road, converters make a fetish of riding easy.

The sight of workmen floating around in Cadillac convertibles flabbergasts some people. In Tennessee, a pop-eyed householder refused admittance to a conversion man and, calling the gas company, complained bitterly. "What we expect," he said, "is a mechanic, not a movie star."

Due, probably, to the high degree of standardization that has been achieved in American life, the conversion men have found that, by and large, the people of the United States live, think and act pretty much alike, regardless of where they come from, how long they've been here, or whether they've mastered the language. But, though sameness is the rule, and people on the whole are pretty decent folks, exceptions are many and unpredictable. No conversion man ever dares guess what a push on a doorbell may get him into.

In St. Louis, a converter put his hand in an oven and promptly had it bitten by a rattlesnake. After calming his angry fright and binding his not-so-serious wound, the lady of the house billed and cooed the snake into her arms and, with a cascade of amused laughter, carried it into the living room and a soft chair. That snake was a household pet, and luckily had been relieved of its poison.

In Washington, a conversion man working through the small night hours in a restaurant—it is a practice to convert business establishments at times that will not interfere with normal activity—suddenly heard a harsh command to "get your hands up." He turned to face a battery of guns in the fists of cops who, mistaking him for a burglar, had crept in silently and surrounded him. This time it was the conversion man who had the last chuckle.

This kind of thing has happened a number of times in various cities. Though it is standard practice to inform the police about conversion before it starts in any town, individual cops are sometimes forgetful.

There is another type of memory lapse which brings curses from cops and conversion men alike. This is the businessman or plant manager who turns his keys over to the gas company for the conversion man's use, but forgets to unhitch his burglar alarm. The resultant pandemonium of jangling bells, wailing sirens and screeching tires is apt to unhinge everybody for a while.

In retrospect, such experiences become funny. But the conversion men have run into many others that remain inexplicable or disturbing and will haunt their memories for the rest of their lives.

In Baltimore, for instance, a man went into the cellar of what seemed an average home and in the course of a half hour of work became so covered with fleas that he had to take a day off, not merely to get his clothes

(Continued on page 64)

*Old Mike had a kid's aversion
for responsibility until he took
a younger pilot over*

THE WHITE POSTS

By **LESTER DENT**



MIKE MESERVEY awakened fighting the kid. Or at least fighting what the kid represented. Mike had never met the boy, whose name was Wilbur Press, but he had given Mike a hard time in his mind throughout the long night, and Mike bounced a foot high in the bed when the telephone began ringing. He was on edge.

The telephone jangled insistently. Mike drew it to him and with no real heart for it, said, "Lizard roost, lowest lizard speaking." Over the wire came the voice of Bolick, the oil dispatcher, saying, "Seven o'clock and time to roll off your rock, granny. . . . Hey, that's a sloppy way you answer your phone. Where's the dignity? An executive needs dignity. Or is it right what I hear they're making a boss-man out of you?"

"You hear too much," Mike said. He was half-way sore, suddenly. The night of worry must have made him ugly, for it seemed to him that Bolick was using his big voice to jeer at Mike as a guy lacking youth, a soon-to-be-middle-aged flyboy with a plain mule face and a kid's aversion for responsibility. This picture was so true to life that it slaughtered Mike.

"Say, don't you dare hang up on me, just because they put you in chains," Bolick said. "Reason I

called, there's a young fellow here asking for you. Says his name is Press, and he is going to work for you. He wants to know where does he meet you?"

Mike shuddered. The kid was here. It was no dream.

"Tell him the airport," Mike said.

"Mike, why don't you abandon life as it is?" said Bolick jeeringly. "Why don't you quit and go away and be a wild man? You can't take it, you know. You an executive! Ho, ho! Why don't you—" Mike hung up.

He rubbed his face with a bony hand, slowly pushed it up into his graying hair and let it stay there while he thought. He was surprised the news was out.

Shivering, Mike recalled yesterday when he had stalked into Rennick's office with his chin shoved out, ready for the bump. "I came for the poop," Mike opened up. "I hear I'm slated to show a new pilot the ropes, some kid name of Press? Is this my reward? Canned, maybe? If so—"

Rennick looked as if he had expected Mike, but not with pleasure. Rennick was a knowing old fox and his eyes sized up Mike the way he would measure a pipe-section for strength. "Wilbur Press is the first employe in your new department. Break him in, Chief Pilot Meservey," said Superintendent Rennick.

Mike felt a trap snap on him.

Without giving Mike time to argue, the super explained that Oklahoma and Illinois Pipeline was taking over several hundred miles of line from another company and this meant additional pilots and planes needed to patrol for leaks, hence a new aviation department. This much of it Mike had picked off the grapevine and it was not news. But an aviation department with *him* as its head worrier! Responsibility! Tied down! He wanted to continue to fly patrol exactly as he had always done.

"We can cancel the chief pilot stuff. We can cancel that out, eh?" Mike had realized he was frightened.

"No!" Rennick was a little nasty with his emphasis. "An organization has to have a boss—a fundamental fact I am not sure you understand, Mike. I wonder. Anyway you have too much free devil in you ever to be a cog in a machine, but you might run the machine. You just might have that in you."

Mike snorted. "What does it take to be a boss? Cold eye, no conscience?"

"Let's get the facts of life straight, Mike," said Rennick. "We couldn't keep gamey meat like you in the refrigerator. But you might find you can lead men and still keep this individualism that means so much to you."

Mike was really frightened. He was Mike Meservey, well known for his lack of cares at every airport along the Oklahoma and Illinois Pipeline, an angular slow-moving man whose homely face always looked as if he was facing into the sun. Hardly a week went by without someone in the know around an airport pointing at Mike and saying admiringly, "Brother, the things that guy can do with a plane!" There was a 19-year collection of flight-time logbooks in Mike's trunk. He had never, incidentally, really unpacked that trunk to stay in

Mike had dived down to identify the leak. Press' startled gasp was a nice dividend



one place. The way he planned it, he never would.

"There might be something here you like. You'll soon know. You'll feel it come to you," Rennick said. He looked Mike over thoughtfully. "Well, you haven't the faintest fool notion what I'm talking about, have you? But you'll find out. . . . Anyway, either make an executive out of yourself, or come in for your walking papers."

There it was. It had ruined Mike's night.

Pushing himself up wearily, he swung knobby legs over the side of the bed. Wrapping his old bathrobe about him, he got his razor and tube of shaving cream out of his bag. Now that he thought about it, he never really unpacked his handbag, even.

Twice a week Mike flew pipeline patrol to Wood River and Chicago and he always spent two nights out of each week, staying in either Chanute, Kans., or Kirksville, Mo., and so he might be said to have a logical reason for keeping his suitcase furnished like a home.

He switched on the small radio and tuned it carefully to station WHO for Jack Shelley's early broadcast of the midwest weather. He shaved, squirmed out of his bathrobe and put it in his bag.

He pulled on wool socks and long-handled underwear, for Jack Shelley was now promising cold weather in the north with temperatures below freezing, although there was a safe spread between temperatures and dew points. The air would be turbulent and cold. There was a front up around Burlington.

The heavy gold belt buckle whacked Mike's bony shin painfully as he flipped his jeans out on the floor preparatory to stepping into them. He rubbed his aching shin and went to the dresser mirror to look thoughtfully at the belt buckle that had damaged him. The buckle was a big heavily gold-plated affair. It represented freedom to Mike. He sat on the bed, pulled on a pair of fancily stitched cowboy boots. They represented freedom, too. He pondered. Take an executive, a boss, could he still get a feeling of freedom from gold belt buckles and fancy boots? It seemed important to Mike to know.

He carried his bag downstairs, tossed it into his coupe and climbed in after it. There was some ground fog.

By the time he reached the airport, Mike thought, the sun would burn off the fog. He parked his car in the rear of the hangar where he always left it, then lugged his bag to his airplane, a little, all-metal job.

He opened the cabin door, unlatched the seat back and tilted it forward to get at the luggage compartment. Mike stared at a strange new leather suitcase already there. It sat precisely in the middle of the small baggage space. Wilbur Press' bag, Mike knew.

The bag, his first real contact with Press, had a strong effect on Mike. He decided Press was going to be a pain in the neck. He shoved the bag over, jammed his own in beside it.

No one came to help Mike push his plane out of the hangar. He had been flying long enough not to be surprised by the lack of airport service. Mike crawled into the cabin, went through the automatic motions with the safety belt.

His plane lurched violently. A stranger had

hauled the wingtip down and up again, rocking the ship. He was a roly-poly young man with a big grin wrapped around a jaw that was shaped like an apple.

Mike knocked open the door. "Your name Wilbur Press?"

"That's right, Mr. Meservery."

"Hereafter when you rock an airplane like that, take hold at the spar tip!" Mike said savagely. "Only get this: Don't ever do it to my airplane again!"

The kewpie face did not bat an eye. "I was checking the wing for drag-wire rattle and I had hold of the spar tip. I like to check an airplane before I

ride in it," Press said. He grinned and added, "Sorry if I scared you."

A cold rage grew in Mike but he had to swallow it because the kid had given the right answer. "I'm going over to the weather station and check the weather, and I'll be back and pick you up," Mike snapped.

"I've checked the weather," said Press. "The fog is slated

to burn off by ten o'clock.

"Goody for you!" Mike said, but he was so upset that his hands shook when he primed the engine and started it along the taxi strip and across the apron to the C.A.A. weather station on the northeast corner of the field.

Wilcox, the aircraft communicator on duty in the station, was seated at the radio console reading a weather sequence into the mike. He was a dark, saturnine man, an old-time pilot, a relic safe in the haven of a government job. He looked derisively at Mike, cut the microphone dead and said, "Some kid was around looking for you, grandpa. Name of Press. Think you can handle him? He seemed like a lively bag of ants."

Mike felt his jaws tighten. Was it all over the country that he had been presented an ultimatum, "Take an executive job and make a go of it, or be canned?"

The weather sequence on the yellow sheet was coded as it came from the clacking teletype. Mike could read the code freely. Kansas City was clear, so was Kirksville. Cold, temperature and dew point well apart. Burlington, Iowa, had ceiling 300 and visibility one mile with blowing snow, temperature 31, dew point 31, and a wind switch in the past hour. From long experience, Mike surmised the front was up there. It looked like a morning of flying in cold, turbulent air.

Mike went back to his airplane, parked on the ramp and said to Wilbur Press, "A while ago, you said you check your airplanes. That's fine. Let's see you line-check this one."

"Sure, Mr. Meservery," said the kid with a grin.

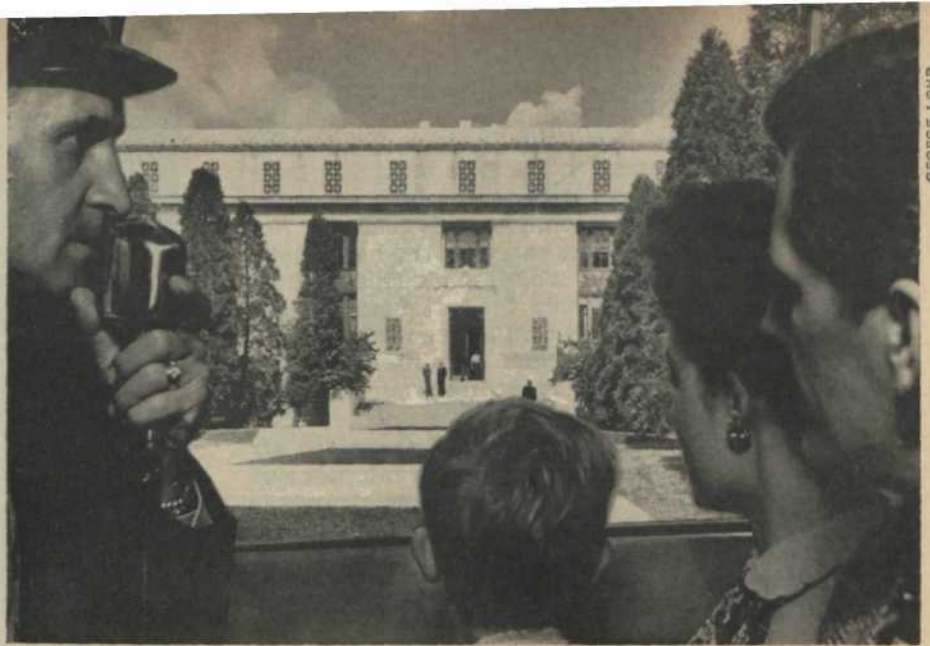
As Mike well knew, no lightplane was ever manufactured and sold to the public without being pursued shortly by a flock of bulletins from the C.A.A. requiring this or that change. Every pilot should be familiar with these bulletins, but few are. As Press made his line-check inspection of the plane, Mike stalked him like a bloodhound snuffing for overlooked scents. And when he watched Press check on a bulletin which Mike guiltily remembered reading about and forgetting, Mike had a cold feeling.

"Ship seems okay," Press said cheerfully.

Mike's mouth was dry. The kid was efficient, and it was not right

(Continued on page 69)





GEORGE LOHR

*The search for Truth is in one way hard and in another easy. For it is evident that no one can master it fully nor miss it wholly. But each adds a little to our knowledge of Nature, and from all the facts assembled there arises a certain grandeur**

THE VANGUARD OF SCIENCE

By EDWARD B. LOCKETT

THE BIG tourist buses of Washington make only a brief stop before the rectangular white marble building at 2101 Constitution Avenue, N.W. At once, the barker notifies sightseers aboard that this is one of the most beautiful structures in the Capital—a fact staggeringly obvious; adds that it is the home of the National Academy of Sciences; and the bus rolls on.

This brevity might be dictated by the need to save vocal chords for the Lincoln Memorial lecture just ahead, but the criers miss a bet in their haste. In many respects, 2101 Constitution is the hottest spot on the de luxe tour. Moreover, it is directly associated with Abraham Lincoln. Legislation signed by President Lincoln on March 3, 1863, brought the academy into existence.

The atom bomb itself was developed by men who are members of the National Academy of Sciences and of its operating mechanism, the National Research Council. The latter organization, often erroneously separated from the academy, actually represents a broadening of the academy membership base. It was established in 1916 as the need arose for marshaling a wide variety of scientific talent to help win World War I.

Academy researchers were members of the group which almost certainly wrested victory from defeat on Guadalcanal during World War II—just as they saved the day against enemy submarines in World War I. Academy men helped develop atabrine, the malaria suppressive; the proximity fuse, the rocket projectile, perfected

* Translation of Greek inscription around Academy of Sciences building

radar, and they worked on countless other weapons.

As if to atone for new mass-killing weapons, academy-sponsored research groups performed with equal effectiveness in the field of saving lives. Working under pressure, such units vastly extended the usable life of blood plasma and whole blood. Not only were hundreds of lives saved on the battlefield, but the medical advances which made this possible continue to save life. During the latter part of the war and since, an academy committee working with Army, Navy and the Veterans Administration, as well as industry, has made startling progress in the improvement of artificial limbs.

As for the future: when faster-than-sound air transportation is routine; when guided missiles can unerringly find their target; when new ground is gained against cancer, and human life in general is lengthened, academy men will have helped bring about such marvels.

By the same token academy-sponsored work will further improve highways. Committees functioning under academy aegis will help reduce industrial waste. Academy-sponsored conferences will improve building design for better living and for protection against atomic blast. No less, the world ultimately will discover new lore about that extinct animal, the dodo, through academy stimulated effort.

All this is not to say that the National Academy of Sciences will itself either perform these deeds, or directly carry forward the research which leads to their accomplishment. Nor will the venerable institution, as such, specifically direct such advancement. These facts to the contrary, academy influence on American scientific endeavor will be so powerful, as in the past, that many such hoped-for achievements would go unattained without it.

The reasons behind this seeming paradox grow from the unique nature of the academy itself. There is no other scientific organization in the world which exactly matches it.

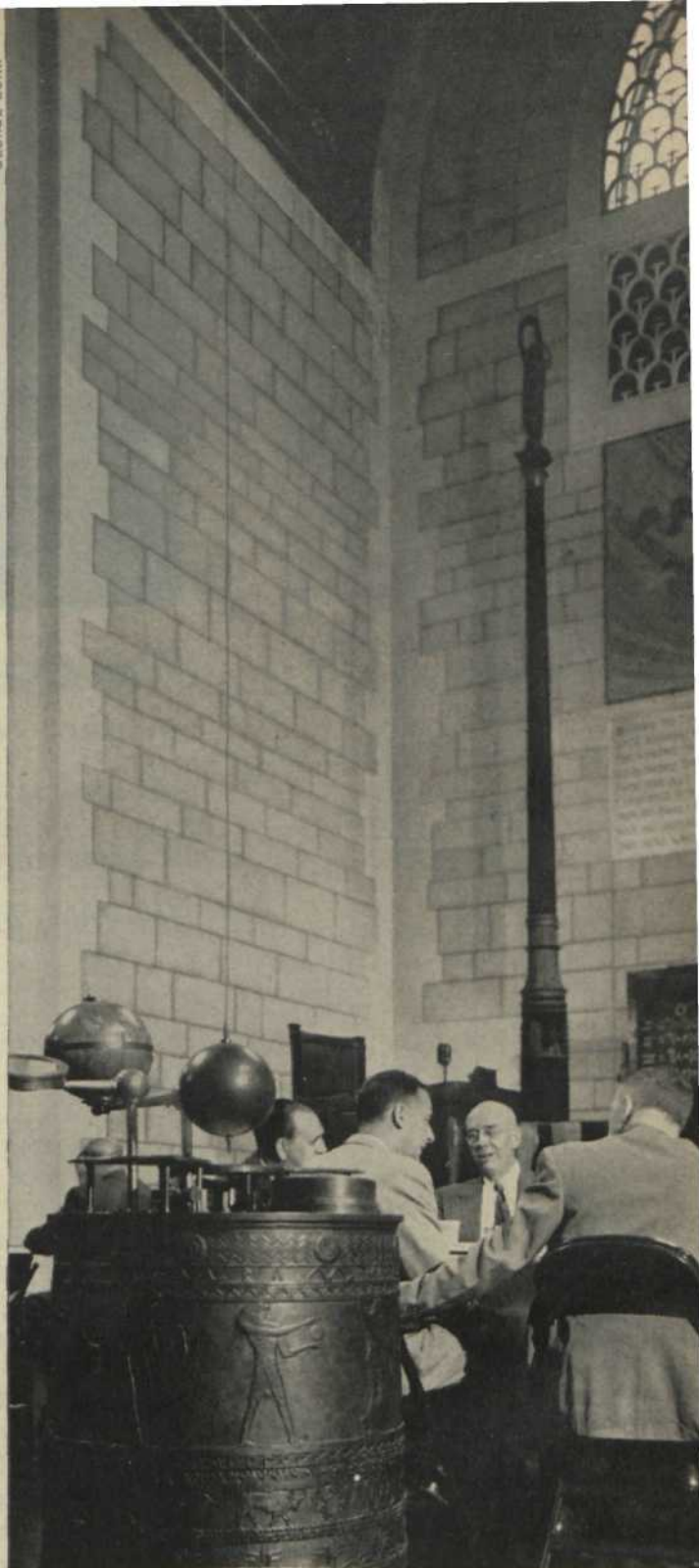
First of all, it represents the top scientific honorary body in America, corresponding to the British Royal Society and the French *Academie des Sciences*. Its membership is now 502, and includes such figures as Albert Einstein, James B. Conant, J. Robert Oppenheimer, Arthur H. Compton, Robert A. Millikan of cosmic ray renown, and others whose names, if not so well known to the public, are equally familiar in the scientific world.

Dr. Detlev W. Bronk, president of Johns Hopkins University, a biophysicist, currently heads the academy as president. Dr. Bronk was for years head of the famous Johnson Research Foundation for medical physics at the University of Pennsylvania. The National Research Council is now headed by William W. Rubey, veteran research geologist of the U. S. Geological Survey.

The academy roster of the past includes most of America's scientific giants: the great naturalist Louis Agassiz—a man, incidentally, who won his doctorate at Munich with a thesis proclaiming the superiority of woman over man; Alexander Dallas Bache, physicist and grandson of Benjamin Franklin; mathematician Benjamin Pierce, and others like them. Since their day, almost every leader representing progress in medicine, physics, chemistry, mathematics and astronomy, as well as other branches of science, has been honored with membership. Only one U. S. President, Herbert Hoover, has been accorded membership.

Over and above its obvious honorary distinction, the academy performs many vital functions in the

GEORGE LOHR



A week of sessions is held every spring. In the foreground is a Foucault pendulum which demonstrates the earth's rotation

world of science. Some of these are unique. It is, for example, the only privately endowed institution to be formally designated scientific adviser to the United States Government—a duty stipulated in its congressional charter.

In its advisory capacity, the academy operates as an independent, unbiased partner of Government, rather than its creature. For these services it receives no pay. It has disbursed millions of dollars of government money through contract—but uses not a penny for itself as an institution.

Services to the Government have been both vital and numerous, since the day of its establishment by law. First assignment by President Lincoln called for an inquiry into weights, measures and coinage. Soon the academicians were busy checking the expansion qualities of steam, and the purity of government-bonded whisky. The United States made a real beginning on its forest conservation policies only after the academy investigated, around the turn of the century. Since those days, this eminent body has advised the Government on every subject from the transit of Venus and the means of distinguishing between calf's hair and wool, to atomic energy.

The National Academy of Sciences meets once a year in Washington—a week of sessions in the spring, when 2101 Constitution Avenue represents the most valuable military target in the world. A successful enemy air raid during one of these meetings could materially set back, if not arrest, scientific progress in America for generations. America's greatest physicists—the men who work with atomic energy, medical science specialists, chemists, biologists, engineers, astronomers—top scientific leaders in every field—are gathered for this brief period under one roof.

To an outsider, these gatherings seem quiet get-togethers of scientifically minded men, but in these casual sessions, new doors of science often open. Frequently, scientific advances which may save thousands of lives are the subjects of brief papers.

The meetings, incidentally, are notable for several reasons besides their erudition. A windy speaker could hardly get along at an academy session. The bylaws limit each talk to 15 minutes, with no extensions except by formal vote. Even then, a paper presentation may not be extended more than five minutes. Afterwards, general discussion is limited to the same number of minutes. At academy meetings, work on which a scientist may have spent ten years, for instance, must be explained in a quarter of an hour.

By far the most important peacetime work of the academy, beyond counseling government, is embodied in the three basic functions which it serves in science. It coordinates and guides scientific effort

in America; it stimulates this effort and, finally, in the academy there is accomplished as in no other mechanism, a wedding of pure and applied science. As the late Dr. Frank Jewett, a past president of the academy, once said, the academy works to shorten the time between the emergence of an idea and its practical application. In this broad capacity, the academy and its National Research Council form the core of scientific endeavor in the United States.

The academy and council operate under endowments from the Rockefeller Foundation, the Carnegie Corporation, the John and Mary R. Markle Foundation and many others—plus millions of dollars of government money annually entrusted to their care. Thus, the academy serves as a fountainhead of funds fueling national effort against such killers as cancer and infantile paralysis, as well as myriad efforts in industrial, social and abstract science.

The Kinsey investigations of sex got their start with a grant from the Rockefeller Foundation through the academy. Rockefeller money channeled through the academy continues to supply a considerable portion of the expenses incident to the Kinsey inquiries.

One of the largest scientific fellowship projects ever sponsored by Government—the multimillion dollar Atomic Energy Commission's program of predoctoral and postdoctoral fellowships—was initially administered by the National Research Council. Under this, liberal grants are made yearly to individual graduate students for further education, training and development in physical, biological and medical sciences. This undertaking is aimed at a huge increase in the national pool of talent and training from which the whole field of atomic science can draw personnel.

AEC fellowships and academy cooperation with the recently established National Science Foundation represent the latest series in a long history of such programs. They were begun in 1919 with creation of fellowships, with Rockefeller money, for studies in physics and chemistry. In 1922, fellowships for the medical (Continued on page 94)



Such marvels as atomic bombs, radar, and extension of the usable life of blood plasma resulted from academy help



Economy is for others

By **GEORGE CLINE SMITH**

*Everybody wants government
spending reduced—except when it
cuts into his own pet project*

HERCULES, the great Greek, was successful in everything he undertook—but he almost came a cropper when he ran into the Hydra, a monster with a large number of heads and an evil disposition. Hercules had been assigned to Operation Hydra, and having a sharp sword he did what came naturally, lopping off one head after another.

The only trouble was that the Hydra had a secret weapon. It instantly sprouted two new heads to replace each one chopped off. The Hydra was winning on points until Iolaus came along with a new technique. Together, Iolaus and Hercules exterminated the beast—but that's another story.

Now, you may not be as strong as Hercules, but you can be just as frustrated. Try reducing the national budget sometime, and you'll know exactly how he felt.

People have been fighting government waste and inefficiency for a century or more. There have been some victories and even a few spectacular successes. Quite a few heads have been lopped off. But still central government is a writhing bureaucracy which threatens to engulf us all.

How does this come about? Well,

picture yourself as an enthusiastic soldier in an army of budget-cutters. Hatchet in hand, you decide to tackle an easy target: for example, an appropriation bill which provides funds for the continuation of NRA. (If you think the Supreme Court killed NRA in 1935, just look in the 1952 budget. It's still there.)

You're armed with the knowledge that everybody thinks Washington is spending too much money; that both political party platforms promise to reduce the budget; that, in a recent poll of businessmen, 87 per cent named government economy as the most important domestic issue; that labor unions demand prudence in federal spending; that state and local governments criticize the federal budget; that congressmen and federal agencies agree that not a single unnecessary penny shall be spent. You even recall that Franklin D. Roosevelt was elected in 1932 on an economy platform criticizing the huge spending of the Hoover Administration. You can't lose with all that support, so you go after the bill.

Then, after you pick yourself up off the floor, you begin to figure out what happened. Some of your most

loyal fellow-soldiers suddenly kicked you in the teeth.

This illustration is only slightly hypothetical. Something like it happens several times every day while Congress is in session.

What's wrong seems to be this: practically everybody wants government economy, *in general*. BUT, each one of us—you and I included—has his own pet projects. They may look like boondoggles to someone else, but to us they're essential. The federal budget, all \$85,000,000,000 of it, is made up of exceptions.

We raise our voices to protest big government spending; but if somebody tries to chop a few pennies off our special pets, we scream like blazes. Because a few people scream on every single issue, the general economy chorus is drowned out. So, while the majority wants economy in general, a vocal minority works against every specific economy proposal. A few agonized "nays" carry the day against the more soft-spoken "ayes" in this voice vote.

The sad case of the Hoover Commission's recommendations illustrates most of the paradoxes of the science of budget-cutting. These recommendations, remember, did not deal with government functions, but simply with improved ways of having the Government do the same things it was doing before. The idea was more efficiency with lower costs to the taxpayers.

Everybody was for the Hoover recommendations in general. But on any specific point, powerful opposition developed.

Doctors, who are generally conservative, want government economy. But the Hoover recommendation for a coordinated system of federal health services in place of the sprawling mass of agencies we have now never got off the ground, largely because of the opposition of national organizations of doctors, dentists, and pharmacists.

Veterans are taxpayers. Most of them think Government should economize. One way to do this would be to squeeze the waste out of the Veterans Administration, thus giving veterans more and better service at less cost. Who blocked this Hoover recommendation? The major veterans' organizations.

The Hoover plan for reorganization of the snarled and inefficient federal personnel management "system" ran into opposition from no less than 21 labor unions, even though the union members, as taxpayers, want government economy, *in general*.

Businessmen, of course, are

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solidly in favor of smaller federal budgets. On the Hoover Commission recommendations, they behaved fairly well. But no honest statement of facts could ignore the contributions made by business groups to government spending.

Budget Director Frederick J. Lawton pointed this up last year when he called attention to the fact that, while national business organizations were proposing sizable reductions in the budget, some 34 local chambers of commerce sent representatives to Congress or the Bureau of the Budget to support special local-benefit appropriations.

You begin to find out where the pressures for spending—or against economy—come from when you begin to make specific proposals. Last year, for example, there was some criticism of a \$20,000 trip planned by Dr. Gardiner Bump, the Interior Department's desert game bird specialist, to Turkey and Iran in search of the oriental sand grouse. Somehow, this struck most people as being incongruous in a budget which the President said had been geared to defense. But when Dr. Bump's junket was threatened, anguished howls came from oriental sand grouse lovers

from coast to coast. Loudest howl, incidentally, came in a letter from a man in Arkansas, hardly an ideal habitat for desert game birds.

Businessmen generally rejoiced at the economy drive of the Eightieth Congress, until the proposal to reduce the number of field offices of the Department of Commerce came up. The cut went through, but even afterward, one group of businessmen protested because the field office in their town, although retained, had been demoted from a regional to a district office. This was a blow to local pride.

State and local governments are among the most vocal critics of federal spending, particularly when they see Washington usurping their best tax sources. Yet they are always ready to demand hand-outs from Washington—with the support of local citizens from every walk of life.

When civil defense was being considered a couple of years ago, Congress considered a proposal to build underground garages and other projects which would also serve as air raid shelters. This was to be done on a matching basis, with 50 per cent federal and 50 per cent local funds. The mayor of New York came to protest. He

argued for an 80 per cent-20 per cent ratio, with the 80 per cent, of course, being the federal share.

Actually, since Uncle Sam has no money except what comes in taxes, the citizens of New York—a city of above-average incomes—stood to pay a far larger share of the total bill on an 80-20 than on a 50-50 basis. The only difference is that Washington would shoulder the tax collecting, and take a middleman's cut for its pains.

A businessman in a prosperous town in southern Pennsylvania illustrated this "I-believe-in-Santa-Claus" faith at a national affairs conference, when he argued for federal aid to school construction. His logic was touchingly simple: "We need a new high school," he said, "and if the federal Government builds it, we won't have to pay for it."

A period of defense build-up produces a scramble for federal installations—factories, Army posts, airfields, shipyards, and all the other things that go to make up a military budget. Every conceivable type of pressure is exerted, and often the result is inefficiency and capacity far above the nation's needs.

The Army, for example, plans to



more Irish moss

THANKS to the vision and initiative of a Massachusetts man, John H. Smith, certain American manufacturers are going to be able to get more of the gelatin they require. It will come from Prince Edward Island—the smallest of Canada's ten provinces—in the form of 2,000,000 pounds of dried Irish moss, one of the best sources of gelatin.

Smith, a native of Scituate, Mass., has invented a moss-cutting machine. Dragged by a power boat, it will harvest as much as one ton of green Irish moss per hour.

Formerly, fishermen had to go out in dories at low tide and pull the weed ashore with the use of hand rakes. Occasionally, a heavy storm would aid the fishermen by tossing large quantities ashore. But Irish moss, uprooted either by hand rakes or by a storm, doesn't grow back for several years.

Smith's machine, however, cuts the dark purple stalks off without disturbing the "roots," and the stalks grow to full height

again within a few weeks. He leases the machines to the fishermen for a nominal fee if they will sell their "catch" to him at the prevailing rate. Many fishermen have gathered more Irish moss in a day with the machine than they brought ashore in a month without its use.

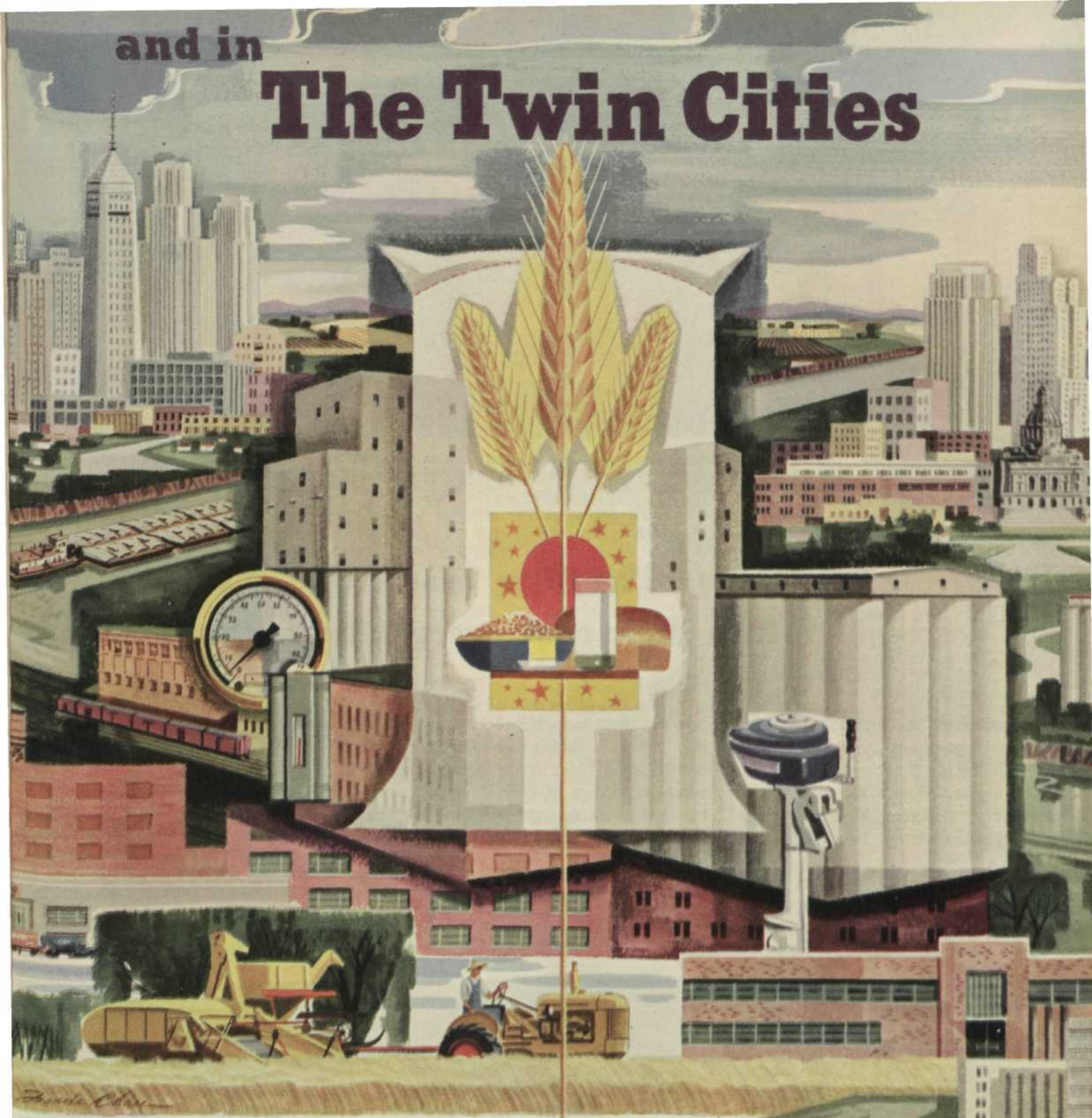
The island's total production of dried Irish moss last year was less than 400,000 pounds. The 1952 crop, according to Mr. Smith, may approach 3,000,000.

Used by ice cream and soft drink manufacturers as a "suspending" agent, the gelatin extracted from the moss is also utilized in certain photographic processes, in dyeing, in bacteriology studies as a culture medium, and in the manufacture of artificial silks such as nylon.

Little Prince Edward Island, nestling snugly in the Gulf of St. Lawrence, is destined to become increasingly important to American industries.—J. C. LEWIS

and in

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fore available in such a short space of time. For example, during our Christmas rush, our National Floor Audit system gave us a complete picture of each day's net sales—by clerks, by departments and by transactions—before the close of business the following day!"

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streamline some of its sprawling quartermaster operations by building a big new central depot and closing several other depots. The proposal nearly has been swamped by the protests from the other cities affected.

This state of mind also affects congressmen. Generally the legislators act in response to the demands of their constituents for local spending projects; but they often think up ideas of their own.

JUST last June, some 500 people attended a government-economy meeting in a midwestern town. Several speakers discussed the need for restraint by local communities. The audience was enthusiastic.

Just at the end of the meeting, the local congressman dashed breathlessly into the room, and seized the microphone.

"Just flew in from Washington in a military plane," he said, "and heard you were having some sort of a meeting. I have real news for you, and I thought this would be a good spot to make an announcement."

It seems that at noon that day, the Army had submitted to Congress a proposed list of permanent Army posts. A camp near the congressman's home town wasn't included.

"Let me tell you," he said, "by three o'clock this afternoon that camp was made permanent, and there's going to be a big expansion. I have a group of officers with me, and we're going to look it over."

Then, almost as an afterthought, the congressman said: "You all know I'm for government economy. But if any pie is being cut in Washington, my constituents are going to get their slice!"

The audience cheered. Apparently few saw any inconsistency in being for economy on one hand, and forcing the Army to expand a camp it didn't want, on the other.

One of the more flagrant cases of pork-barreling involved three veterans' hospitals which the Veterans Administration didn't want, couldn't staff, and for which it had few, if any, patients. These hospitals were built at congressional insistence even though they remained vacant for a year or more, and are now operating at a fraction of their expensive capacity.

Most insidious of all the pressure groups for big spending are the federal agencies themselves. Every agency is first established because somebody wants it—but once it gets going, it becomes its own best friend.

Of all agencies, the Army Engi-

neers are among the most powerful in getting what they want. While the Bureau of the Budget technically controls their money requests to Congress, the Engineers have proved that not even Presidents can curb their plans. This year, the Engineers displayed their power by getting a special flood control grant of \$35,000,000 from Congress when the President and the Budget Bureau had authorized them to ask for \$25,000,000.

Some agencies are subtle. In 1947, when the House of Representatives cut the budget of a large statistical agency, the latter sent a questionnaire to the thousands on its mailing lists. A covering letter said that the House cut would mean curtailment of about half the statistical services, and would the reader please check on the attached questionnaire those services he felt should be continued—in the interests of efficiency, of course. A howl of protest reverberated in the Senate, which hadn't yet voted on the appropriation, from people who felt their pet statistics might be thrown out.

ABOUT the same time, the work load in some Department of Commerce field offices wasn't big enough to justify the number of people employed in the expansion carried out by Henry Wallace when he was Secretary of Commerce. At least one of these offices had a salesman on the street drumming up trade.

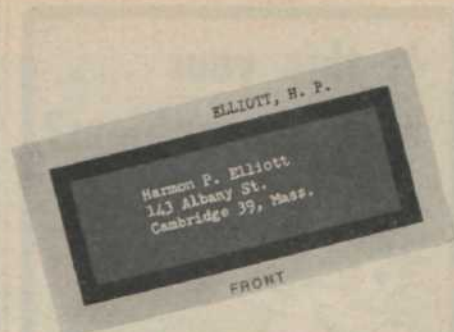
Other agencies aren't so subtle. The Office of Price Stabilization has been carrying on a campaign of scare propaganda for the past two years, including cartoons, singing commercials and transcribed radio programs. This one was so obvious that it backfired in a severe budget cut.

The Mutual Security Agency, which is supposed to aid foreign nations and also to tell them how good the United States is, has devoted so much time to telling the people here at home how good MSA is, that Congress tacked a proviso onto their 1953 appropriation forbidding them to use funds for domestic propaganda purposes.

It is pointless to go on cataloguing all of the pressures that make for bigger federal budgets.

Actually most of the pressure groups genuinely believe in government economy—they just don't see the connection between their own small demands and the ever-increasing size of their tax bills.

One group, however, is not so innocent. Collectivists—Socialists and Communists—do what they



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can to add fuel to the spending fire. This isn't just idle speculation, but demonstrable fact.

In 1929, the American Socialist Party asked Dr. Harold Laski, the "father of British Socialism," to advise them on "Next Steps for American Socialists." Dr. Laski obliged with a five-point program. One of the points was a tax-and-spend program for the federal Government aimed at redistribution of wealth. He particularly referred to federal grants to the states as a means of establishing a "national minimum" which, he said, "lies at the very heart of Socialism."

FOR THE Communists, Lenin threatened to destroy Capitalism by debauching its currency—best accomplished by lavish government spending. More than that, both Socialists and Communists believe in big, centralized government, which cannot be attained without huge budgets.

And so millions of people, knowingly and unknowingly, contribute to the growth of Washington bureaucracy.

They've succeeded pretty well. Today, one worker in six is on a government payroll. Government is the largest single employer in many of our big cities. There are 3,375 telephone listings for federal agencies in the ten largest cities (not including Washington).

As the piper pipes, so he is paid. In the past six years, we have paid more federal taxes than in the previous 156 years of our history. In one week of 1952, the Treasury took in more taxes than in all of 1940—only 12 years ago. The tax bill today averages \$1,389 per family for the entire nation.

And the national debt—that part of the spending that we haven't yet paid for in taxes—totals \$260,000,000,000, or \$5,650 per family. Interest on this debt alone comes to \$6,000,000,000 a year, equal to the budget of the entire Government as recently as 1934.

The situation sounds hopeless—but there are encouraging signs. More people are waking up to the spending facts of life every day, and are offering to exercise self-denial. For instance, more than 300 local chambers of commerce voluntarily have agreed to refrain from supporting federal outlays for local projects during the present "spending emergency."

This type of private statesmanship has also shown up in the two largest farm organizations, the American Farm Bureau Federation and the National Grange. Both

these groups urged Congress to make sizable cuts in federal agricultural outlays this year. Startled, congressmen ignored the proposals.

In May of this year, on a national radio debate, representatives of the AFL, the CIO, the National Association of Manufacturers, the Farm Bureau, and the United States Chamber of Commerce found themselves in agreement in their willingness to support budget cuts in areas of their own interests.

The first instalment of the pay-off for this increasing public awareness of the problem came at the past session of Congress. Appropriations requested by federal agencies were cut \$8,500,000,000—far and away the stiffest budget slash in history. Even the Army Engineers took an 18 per cent slash in their regular budget.

These reductions are encouraging but many agencies have so much money left over from earlier excessive appropriations that there will be little immediate effect on their spending.

Most of the plans proposed for regaining fiscal responsibility in government revolve around streamlining the congressional appropriations system.

BUT the real cure lies in public education in these basic facts:

1. There's no bottomless barrel in Washington.

2. The taxpayers pay for what they get—and everybody pays taxes, not just on incomes, but in the prices of everything in the market basket.

3. Government spending doesn't produce the food, the clothes, the cars, and the television sets that go to make up our standard of living. If the Government spends less, the people have more.

4. Self-denial in demands for "free" government services, hand-outs, and projects pays big dividends—not in cash alone, but in preserving our freedoms from encroachment by big Government.

5. Local responsibility can do many of the things for which we have been running to Washington. The money comes out of local pockets, in any case.

These are pretty simple facts. Wider understanding of them can go a long way toward solving the problem of mushrooming Government.

And if you still think it isn't a problem, consider this:

In the 20 minutes or so you spent reading this article, the federal Government was spending \$3,120,000. And that's *your* money.



Will your firm have to pay for some employee's "lost week-ends"?

F.B.I. Agents recently arrested three company officers, who were charged with embezzling \$338,901. Only \$75,000 of this sum was covered by surety bonds.

One of the defendants explained that some of the stolen money had been spent on "a series of lost week-ends."

This is by no means the first time—and it won't be the last—that a taste for high living has been financed out of appropriated funds.

Of course, you, as a self-respecting employer, don't want to pry into the private lives of all the people on your pay roll. But suppose one of them *should* start living way above his income at your firm's expense . . . wouldn't it be wise to make sure you'll be paid back every penny he takes?

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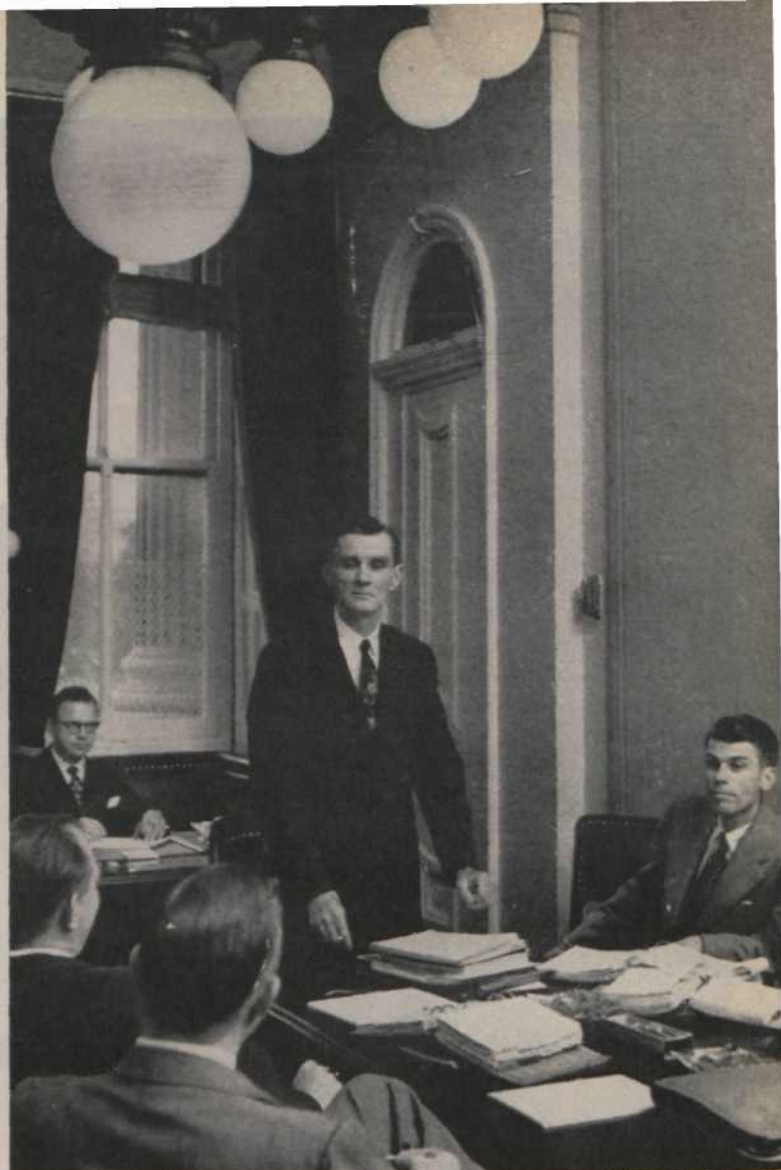
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When Messrs. Lynch and Kirby go to work, you can be sure that it will affect

YOUR TAX BILL

They're the Treasury's lobbyists on the Hill

By **ALFRED STEINBERG**



EDWARD BURKS

TWO TREASURY lawyers named Tom Lynch and Vance Kirby compose the most successful team of lobbyists in Washington. In five years of partnership, they have prodded Congress into raising federal tax rates to their highest point in history.

Within a period of 16 months after the first shot was fired in Korea, they came away with a tax rate hike of \$16,000,000,000.

This \$1,000,000,000 a month record is no small potatoes considering what they were up against. When the Korean fighting began, both Chairman Robert L. Doughton of the House Ways and Means Committee and Chairman Walter F. George of the Senate Finance Committee insistently told reporters there would be no new tax laws during the rest of 1950. However, with Messrs. Lynch and Kirby breathing down their collars, before the year was out Congress passed not one tax law, but two.

The two men are tucked away so

neatly among the assorted pillars and columns of Washington that hardly anyone outside of Congress is aware of their effect on tax rates. They rarely make speeches or permit interviews. Officially, Mr. Lynch operates as the general counsel for the Treasury Department. Mr. Kirby, his lobbying mate, is his subordinate within the Department as tax legislative counsel. Unofficially, they run the Administration's tax show on Capitol Hill.

Actually the two are the unlikeliest of lobbyists. Mr. Lynch is a tall, wiry, youthful man of 53. When he is relaxing, he sits with his feet drawn up on the seat of his chair like a schoolboy.

Mr. Kirby, who is on the shy, self-effacing side, is a serious man of 40, with big white teeth, a shock of spike hair and a business suit with a vest filled with pointed pencils and his hornrimmed glasses.

All this is in their favor because since 1789 Congress has looked with suspicious eyes on civil servants

who try to get chummy with legislators. Just the same the compromises they are willing to accept from Congress without a Niagara of forensics are few. Their tactics remind Representative Doughton of the farmer and the Indian who went hunting. At the end of the day they had bagged a turkey and a buzzard.

"Let's divide them fair and square," said the farmer to the Indian. "I'll take the turkey and you take the buzzard. Or if that doesn't satisfy you, then you take the buzzard and let me have the turkey."

Messrs. Lynch and Kirby have been after the turkey since 1948 when they began their collaboration after a long period of apprenticeship. Mr. Lynch came to the Treasury in 1943 as an assistant general counsel. He moved to his pleasant third floor office close by the Secretary of the Treasury in 1948. Mr. Kirby, who had been understudying the tax legislative

counsel for six years, was elevated to his job at about the same time.

The year they began prodding Congress to raise taxes, the Treasury was in process of collecting a tidy \$40,000,000,000. By the end of this fiscal year, Lynch and Kirby will have helped skyrocket the take to more than \$70,000,000,000. This is more than \$25,000,000,000 above the highest annual tax load during World War II.

Although they lobby so effectively for higher tax rates, neither Lynch nor Kirby qualifies for any radical league. Neither is a New Dealer nor a Fair Dealer.

Both live in middle-class suburban homes and each has three children. Lynch's idea of fun is to swat fly balls to his teen-age boys at a neighborhood lot. Kirby's is to loll about week ends wearing old clothes. Not a single congressman wastes a minute of time questioning their personal motives in wanting taxes increased.

Kirby ran for public office in Connecticut as a Republican in 1940, but the Roosevelt avalanche that year snowed him under. Some day he plans to give politics another try.

BEFORE he came to government, Lynch was a partner in a law firm in Toledo, Ohio, which specialized in corporate finance work. He got his big push in government from one of his firm's clients, John F. Biggers, the president of the Libby-Owens-Ford Glass Company.

What makes conservative gentlemen spearhead a high tax program, with special emphasis on corporate taxes? "I just don't believe that any businessman in my place would act differently," says Lynch. He admits that tax exasperation among all economic groups is at an all-time high today. But this country, he thinks, can stand a lot more taxes than it is now paying without hurting the general economy. "Why make the next generation pay for Korea and our defense program?"

As a matter of fact, Lynch and Kirby have little to do with formulating the tax programs they sell to Congress. Reduced to simple terms, they get their tax pitch from the President in consultation with the Secretary of the Treasury.

The Bureau of the Budget determines the money needs of the federal Government. At the same time, Treasury experts compute how much revenue will be available on the basis of the old tax laws to meet these expenses. When it looks as if the take will be less than the outgo, the Treasury works up a new

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tax program. Finally, the President hands his tax recommendations to Lynch and Kirby, who set out for Capitol Hill to lobby the program through Congress.

What Lynch and Kirby are doing for the Government today has been done by other Treasury officials as far back as any member of congressional tax committees can recall. Since the early days of the Wilson Administration when the Government went beyond tariffs and excises as its chief money sources and moved on to corporate and individual income taxes, it has required the services of tax lobbyists.

FIRST off, Lynch and Kirby get to work on the House Ways and Means Committee, where all tax legislation must originate. Sitting in committee meetings and arguing their cause, they know from experience they have to get their best licks in here because Senate tax bills are almost always lower than bills passed by the House. Once the Ways and Means Committee reports out a tax bill and the House passes it, the two lobbyists trudge over to the Senate side and repeat the same process with the Senate Finance Committee.

Later, if House and Senate versions of a tax bill differ, Lynch and Kirby use some of their second steam on the joint conference committee, which is charged with ironing out differences. Finally, when Congress passes the compromise bill, they have to advise the President whether to sign or veto it.

This is no easy job. In 1951, Kirby spent the equivalent of eight working months at the Capitol explaining to Congress why it had to raise tax rates still higher.

One important source of their success is that they come to Capitol Hill armed with the only comprehensive tax program. When they spread their papers on the committee room table what they have is a breakdown of proposed changes, several hundred pages long and pinpointed subsection by subsection, of the tax law. It becomes a matter of convenience for busy congressmen to use their program in writing a new tax law.

The two have an even greater advantage over all other tax lobbyists, however. When the House Ways and Means and the Senate Finance Committees go into executive session, everyone is asked to leave the room. That is, everyone except the committee members, staff employees—and Lynch and Kirby. Then the door is locked. The actual tax alterations are

made in the closed executive sessions.

In these sessions, which often last for months, the committees make full use of Lynch and Kirby. Not only do they ask them to explain the Administration's program as corporate, individual and excise tax details are taken up, but also to analyze the suggestions offered during the public hearings. This makes Lynch and Kirby defendant, prosecuting attorney and court's adviser, at one and the same time.

ONLY once during five years of polite bickering with congressional committees in executive sessions has either openly expressed a show of annoyance. This was on the occasion of the 1951 Revenue Act hearings before the House Ways and Means Committee. One congressman kept advancing long objections to each part of the tax program. Neither stirred during the denunciation. But when the congressman concluded, Kirby rose and told the chairman, "I acknowledge what the gentleman has just said, but these are the facts that the committee may wish to consider in arriving at its decision." There was some thoughtful coughing while committee members made up their minds whether anyone as mild-looking as Kirby would dare affront one of them.

Another time a personal letter spelled their closest scuffle with trouble. Last October, during the height of the Senate debate on their third post-Korea tax bill, Lynch wrote to Sen. Joseph C. O'Mahoney, criticizing the Senate Finance Committee's amendments on excess profits taxes inserted in



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THE MILWAUKEE ROAD

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the bill. Instead of keeping the letter to himself, Senator O'Mahoney read it to his colleagues on the Senate floor.

Sen. Walter F. George, tax czar of the upper house, listened to the reading and then demanded the floor to denounce Lynch. He made it a personal point of honor with his colleagues to vote immediately in favor of the amendments as a direct slap at what he called Lynch's attempt to dictate legislative policy.

One sore point between the tax committees and Lynch and Kirby is the fact that the Treasury figures the two use in arguing for higher taxes are almost always underestimates. This congenital pessimism about the low amount of money the current tax law will yield next year is excellent fodder for raising rates. The net result is an upward pressure on tax rates.

But this is nothing new, Lynch quickly points out. Any businessman would not be wise to overestimate the money he thinks will drop into his cash register next year. On this score he is right. Even during the 1920's, Secretary of the Treasury Andrew Mellon consistently underestimated revenues.

There were no corporation or individual income taxes when Thomas J. Lynch was born May 12, 1899. Even if there had been, his family would not have been in a position to pay any. His father was a poor railroad worker who died of typhus a few months before Tom was born in Chicago. His mother, an Irish immigrant like his father, took his older sister and Tom to live in Niagara Falls. Shortly afterward, both his mother and sister died and he moved in with an aunt.

Following his graduation from high school, Tom floundered about for three years until another aunt in San Francisco staked him to a start at the University of Michigan in Ann Arbor. He was going to be a chemist, but after three years with test tubes, he switched to law school. Whatever extra funds he needed he acquired by activities he calls "college town entreprenering." This included waiting on tables and managing an orchestra, even though he couldn't read a note of music.

Following graduation, in 1925, he went to work for Marshall, Melhorn, Wall and Bloch, a Toledo, Ohio, law firm. The firm represented several large banks and industrial concerns. With a rush of business before the crash, Lynch was put to work on weighty legal matters involving millions of dollars. After the demise of the Sam-

uel Insull empire, he represented several of its principal creditors and in time the firm raised Lynch to a full partnership.

When the New Deal came to Washington, his firm asked him to spend a year with the Securities and Exchange Commission. He never went back to Toledo.

From 1934 to 1939 he was with the SEC before he moved on to the Justice Department as a special assistant to the Attorney General on antitrust work, then to the War Production Board and finally to the Treasury in 1943 as an assistant general counsel.

By contrast, Vance N. Kirby was born into a fairly well-to-do family in Westchester County, N. Y., on Aug. 23, 1912. His father was in the advertising business, representing a string of farm papers. At an impressionable age, Vance decided that his next door neighbor was the greatest man on earth. And since he was a lawyer, there was only one career open to Kirby. He graduated from the Harvard Law School in 1937.

H HE GOT to the Treasury Department in 1942 after spending five years working for various law firms specializing in trial work. He also passed a short period in his own law practice. His bout with politics came in 1940 when the Connecticut Republican Party put him up for a probate judgeship, but he didn't have a chance that Roosevelt year.

In 1942, when the Army turned him down, he came to Washington to find work in the war program. He ended up in the Treasury as an understudy of the man who held his present job. He planned to return to private practice when the war ended. Instead, he took over his superior's job and married the young lady who worked in the same office.

Most times Lynch and Kirby like their tax lobbying. There is something exhilarating about dealing in terms of billions of dollars. Besides they are proud of bringing home the tax bacon. Sometimes they miss the variety of cases they handled in their private law days. They do so especially when they finish one tax lobbying job and must start immediately on the next.

So far they have had many better paying offers, but they have no future plans. Right now they have a \$5,000,000,000 tax recommendation from the President on their desks. "All we want," says Kirby shyly, "is to provide Congress with the facts it needs. . . ."

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The Gas Boom Comes To the Kitchen

(Continued from page 41)

de-loused but also to get his body treated for thousands of bites. The mystery he'll never solve is how anyone could live in the house at all—yet, a family did.

Another converter, a man who has been on the job since it started, found his unforgettable memory in an insane asylum. He tells it this way: "This guy was an inmate, and he was working as a helper in the kitchen. Every pot and pan in the place, he made with his own hands. Beautiful stuff—anodized aluminum—better than anything I ever saw for sale. He killed time doodling in logarithms on the kitchen workbench. Originally he'd been assigned to the power plant, but he knew so much more about the equipment than the regular engineer, the guy couldn't bear to have him around. And here he was, with all this ability, doodling his life away in a loony bin. Don't ask me why, I probably wouldn't understand even if the doctors told me. Maybe he just liked it that way."

OUT of their experiences, covering nearly 3,000,000 establishments in 200 American cities and towns, the converters have drawn some generalities which may have enlightened the sociologists, and even startled the rest of us. Samples:

"... The pleasantest people to deal with in this country are the very rich and the very poor. There are stinkers in every grouping, but the largest and orneriest number is to be found in the middle class, the people we call \$2 millionaires. These are the ones who earn \$10,000 a year, spend \$12,000 and feed on their stomach ulcers. They insult you for nothing, scream and rant over trifles, and invent things to complain about. On the outside they make the biggest effort to look sleek, prosperous and secure. On the inside they seem to feel more insecurity than any other class.

"... With a surprisingly large number of women, cleanliness is practiced more for the neighbors than for its own sake. A woman who keeps herself and her kids shiny as a new dime, will go for years without so much as touching a cleaning brush to her stove. Maybe she just doesn't have time, but that is not what she says. When one of us walks into the kitchen, and begins to take the stove apart she'll say, 'Good heavens! I just

can't understand how that stove gets so dirty. Why I cleaned it only last week.' Any experienced eye could count the years of accumulated crust in layers, like the rings in a tree.

"... Despite all the cookbooks, and all the stuff about diet and cookery in the newspapers and magazines, the number of families in this country that live on boiled, fried or ready-cooked foods is considerable. Some of them go for years without lighting their ovens even once. In fact, ovens are a favorite hiding place for money hoarders who don't trust banks. We find paper sacks, wallets and other things stuffed with money, sometimes thousands of dollars, hidden in ovens so often that it has gotten to be a kind of routine. If one of these women should ever decide to bake a cake, and forget to take the money out, then the cake would likely cost a lifetime of savings, for the money would be reduced to a little pile of ash."

But if the conversion men have their headaches, so do the local gas companies. A sample on the lighter side was the old lady who, some weeks after conversion, called and insisted she didn't like natural gas, and wanted the old manufactured kind back. Day after day she telephoned to make the same demand until, finally, a repair man called on her, went into her cellar, banged a pipe around for a while, and told her he hoped everything would be all right now. It must have been, for though she still burns natural gas, she hasn't been heard from since.

Most local complaints about natural gas are no better informed, nor more substantial, than that. But many are. One source of considerable difficulty is the fact that



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manufactured gas, made from coal or oil, is wet, while natural gas is dry. It is therefore necessary for the local companies to run the natural product through oil or water baths to saturate it with moisture. Sometimes, during and after a conversion period, it takes time to get the moistening equipment working right, and in these periods the household meter is apt to go haywire.

The drier gas causes leather diaphragms in the meters to become stiff, with erratic results. Some meters speed up, and some slow down. The householders with the slow meters are practically never heard from. But those with the fast ones make noise enough for all, usually in the key of a baseball fan yelling "robber, thief."

The impact of natural gas—in national distribution—on the nation's economy will be felt in many areas. The sale of coal or oil, from which the manufactured gas is made, amounts to millions of dollars per year. The falling off of such sales to local companies will seriously affect the availability of coke for local industries, since coke is largely a by-product of gas manufacture.

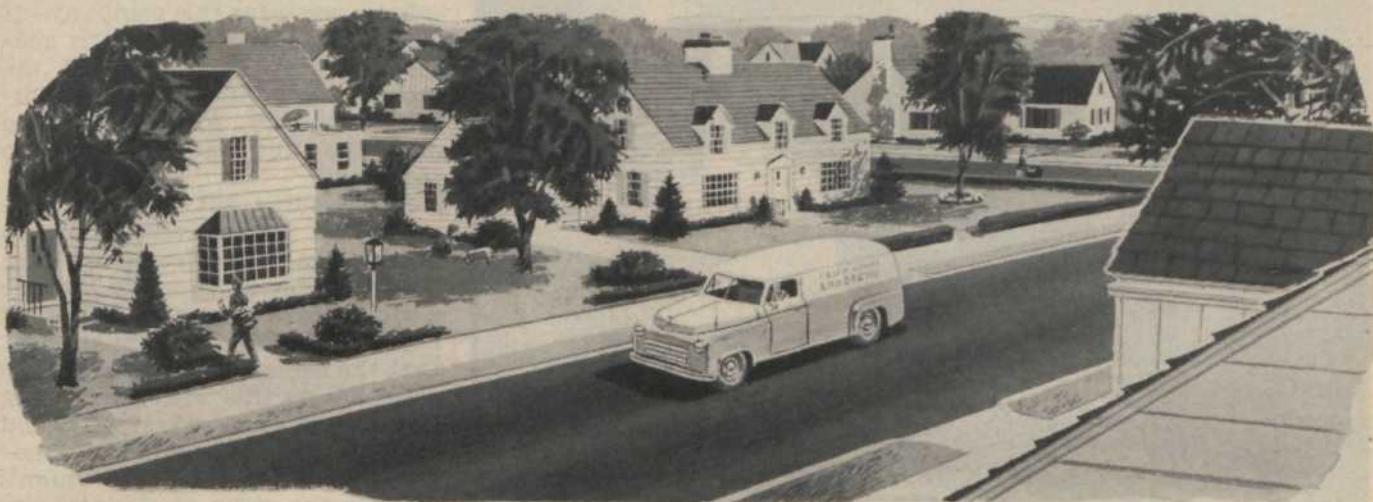
In addition, the manufacturers of gas-making machinery will be seriously affected. For, as natural gas spreads, in one city after another the gas works now operating at full capacity will gradually shut down. At present, no gas company contemplates dismantling its equipment. The manufacturing facilities are, instead, being maintained on a stand-by basis so that if any failure of natural gas deliveries should occur, they can be placed in production to keep customers supplied.

HOWEVER, any dislocation that may arise from the loss of orders for equipment to make gas probably will be compensated by an increase in orders for equipment to use it. Louis Ruthenburg, president of the Gas Appliance Manufacturers Association, points out that the sales of gas appliances have doubled in ten years, and, in some areas, the use of gas appliances for home heating has increased by 700 per cent. The wider availability of natural gas, he thinks, accounts for most of this.

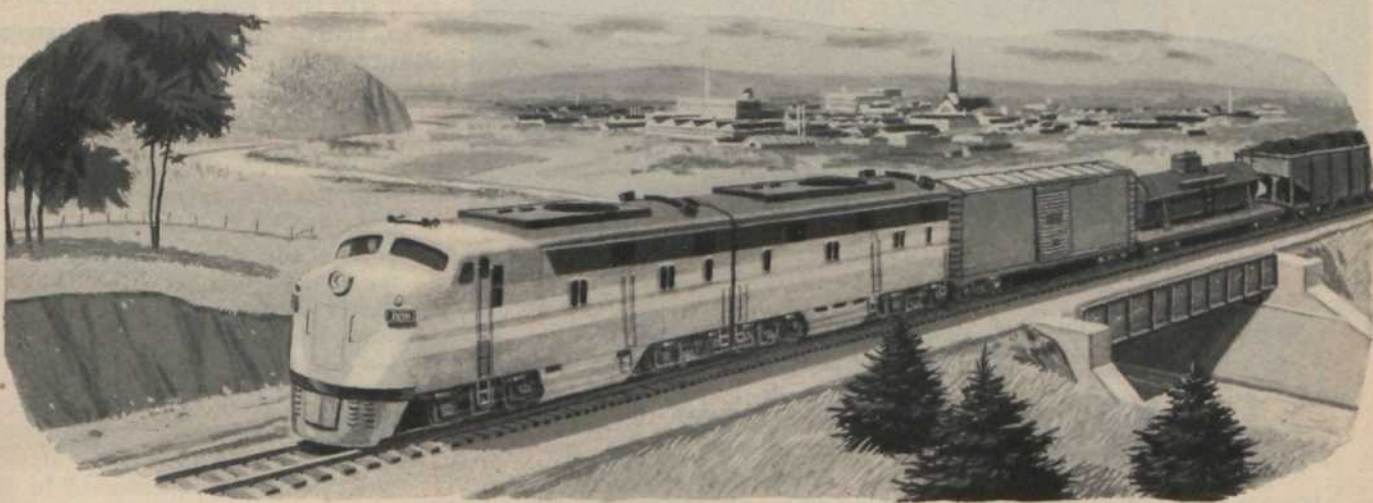
But, whatever the dislocations, aches and growing pains may be, the boom in natural gas is likely to continue accelerating for some years to come. More than any other aspect, the story of Brooklyn Union the past few years explains why.

In the first year after the war,

A Tale of Two Roads



This is a road that serves you every day. It is the public road that takes you where you want to go and brings you things you use.



This is another road that serves you every day. It is the steel highway of the railroads on which trains provide the low-cost mass transportation so essential to America's tremendous agricultural and industrial production. Without railroads, even motor vehicles could not exist and operate.

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• On the other hand, railroads—built and maintained at their own expense—are for heavy-duty hauling. These railroads carry—for you and all America—more tons of freight more miles than all other forms of transportation combined, and do it for charges which average less than those of any other form of general transportation.

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this company spent \$26,000,000 laying additional mains and buying new equipment in a vain effort to catch up with increased customer demand. Big as the one-year splurge was—for this company—it wasn't big enough. In each succeeding year demand piled up, making more millions of expenditures necessary. At the same time materials and labor costs also rocketed.

By spending \$21,000,000 in one six-month period converting to natural gas, the company can nearly double its capacity because a cubic foot of natural gas contains nearly twice the amount of heat that the same volume of made gas does. To do this without tapping the natural gas reservoir would cost many times the amount. Generally speaking, Brooklyn Union's story is the story of all local gas companies.

At this point the question invariably arises: "What happens if the natural gas reserves run out? How long will they last?"

In truth, no one can answer these questions definitely. Gas men point out that present reserves are

"The liberal individual of today is the man who wants to play the game of life with government in the role of umpire only. The liberal of today is a man who wants free opportunity for himself and would not deny it to any one else either by law or other devices."

—D. A. Huley

good for many years, but how many depends on the volume used, and the speed of conversion. From there, they draw an analogy to the oil industry. A generation ago we were burning up 1,000,000,000 barrels of oil a year, and had, by estimate, enough for 20 years at that rate of consumption. Now, we burn 2,000,000,000 barrels a year, and still have a 20-year supply left in the ground. Natural gas, they think, will put on the same performance.

So far, the facts are on their side. Six years ago our gas reserves were an estimated 160 trillion cubic feet.

Since then more than 3,000,000 more customers have been piped into the reservoir, but with all this increased usage, reserves today are 26 trillion cubic feet more than in 1946.

The White Posts

(Continued from page 44)

for Mike to hate him for it. Mike said, "The other equipment you need for this job are a chartbook of the pipeline, note paper and pencils and drop-sacks for throwing notes out to the pumping stations. Also a pad of gas tickets and forms and charge account card. All that stuff is already in the plane. Let's get off the ground."

"Which side do I ride?" Press asked.

"Since when did the pilot stop sitting on the left?" Mike said. Because he was irritated, because he thought Press was laughing at him, he added, "Oh, one thing more—better get some empty ice cream containers."

Press grinned. "I never get airsick." And then he burned Mike's bridge by adding, "Of course, Mr. Meservey, if you want them for yourself, I'll go get some."

MIKE thought with fierce satisfaction of the huge cold air mass sitting all over their route and how it would give them a rough day. So Press never got airsick! The kid had something to learn unless he knew more about working at very low altitude in rough air than Mike thought he knew.

In the plane and buckled up, Mike thought: I'll follow procedure exactly to the book and set this infant a good example. He taxied toward the turning apron. Mike liked to taxi fast, but this time he restrained himself for the sake of the example he was setting. On the apron, he pulled the ship around in a slow turn, scanning the sky for ships in the landing pattern. Then he let her roll out on the runway and took off.

As he began his climb the thought came to him: *Damn, I forgot to check the radio!* Maybe the kid wouldn't notice, though.

"All right with you if I check the radio, Mr. Meservey?" Press asked at that moment.

Mike held his peace with his clenched teeth. Their altitude now was only 75 feet. Mike kept it there and waited for the kid to ask what about the 500 feet C.A.A. minimum? Ho, ho, let him ask. Mike had a waiver. Seventy-five feet was about Mike's working altitude; it was a good height for finding leaks. It was also low enough to turn most pilots into wooden men. So let the kid ask about altitude. Only the kid didn't ask.

Mike's practiced eye picked up a

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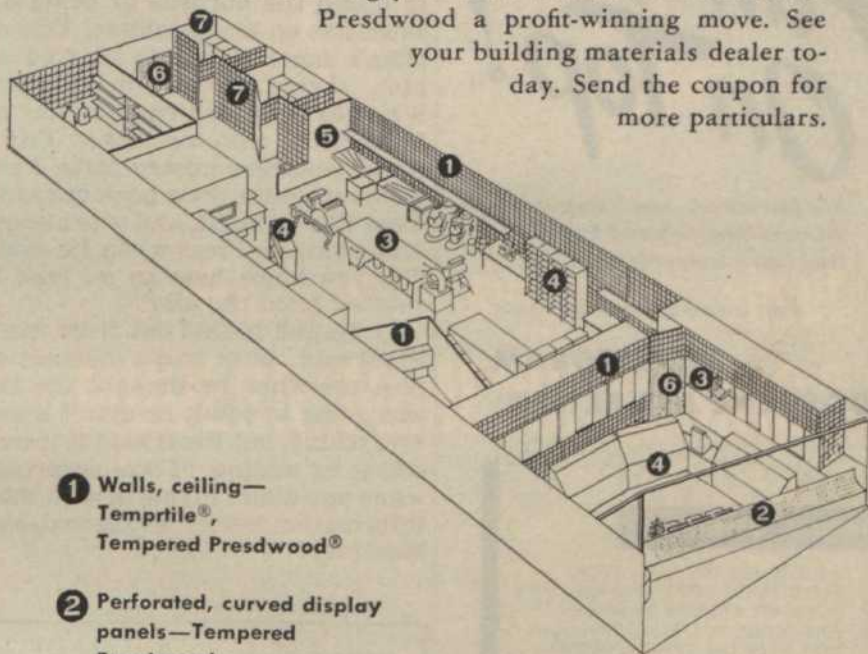
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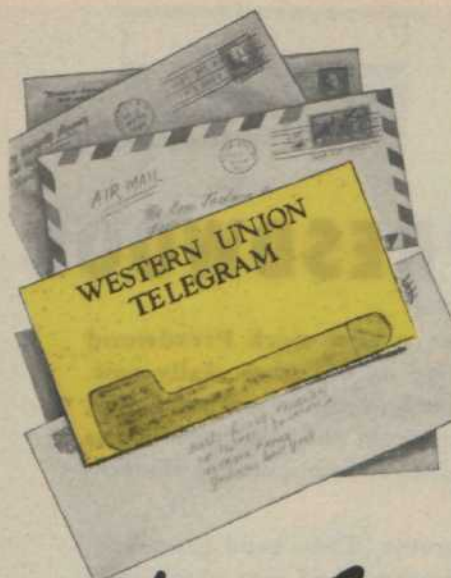
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single white post standing lone-
some in a fence row. It was the
first of hundreds of such white
posts standing in fences. It marked
the location of the oil pipeline
underground.

"See the white posts?" said Mike.

"Yeah, I know. They mark the
line," Press said. Okay, so he knew
how the line was marked. A simple
thing. But it made Mike madder,
and Mike thought: I wonder if the
low altitude bothers him? Well,
why don't we find out? So Mike
popped the wheel ahead. The little
plane seemed to slip from under
them. They were up hard against
the safety belts for a moment. It
was a good time for a nervous pilot
to grab at the dual control wheel,
but Press kept his hands in his lap.

Frozen wheat stubble flowed be-
low but it was no colder than
Mike's heart. He'd pay the kid off
for being the cause of them trying
to dump the burdens of being an
executive on his shoulders. One of
Mike's saner thoughts sneered at
him, saying: *What about this? Who has long been champ giver of hard times, who but Mike? Can't stand your own gamey taste, huh, Michael?* Mike drew back uneasily
from this thought, and was almost
half polite to Press when he said:
"Do you know how an oil leak is
spotted from the air?"

"I figured to find out from you,"
Press said. Mike had a moment of
pleasure when he thought the kid
was going to admit he didn't know
everything, but Press kept it inter-
esting by adding, "I was surprised
when you didn't fill me in with that
information before we started, Mr.
Meservey."

A kind of flying madness tried
to get into Mike for a moment and
he said with difficulty, "Better you
should learn by experience, I fig-
ured."

It was not Mike's notion that
genius was involved in finding oil
leaks. But it did take durability
and watchfulness. There was some
difference between new leaks and
oil-soaked earth where old ones
had been repaired. And some of
the lines carried refined products
—raw gasoline and fuel oils. But
it was not too tough if a man kept
on the ball.

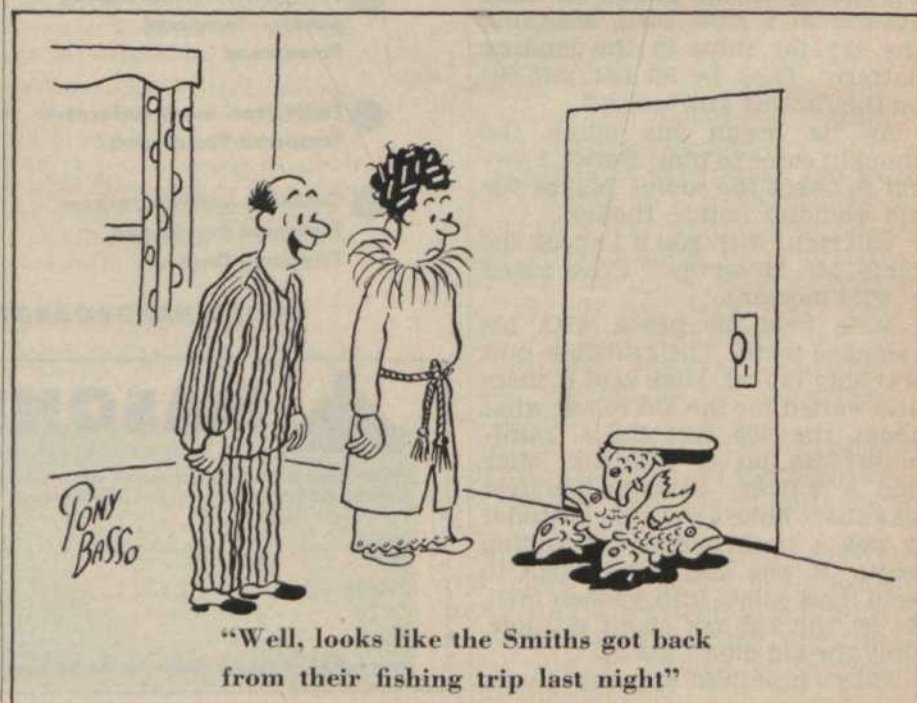
MIKE watched the pipeline right-
of-way unreel. At this time of year
with the trees and fields stripped
and brown, it was possible to see
where the line was just about every
foot of the way, and the white
posts were needed only for comfort.

As they flew on northeast and
the sun got higher the little plane
began to put on a sickening per-
formance. The rough air was all
Mike had expected, and he felt it
would be only a question of time
before Press' stomach gave up.

North of Carrollton, where the
line crawled over the hills in the
red oaks, Mike "smelled" a leak.
He didn't see it. He smelled it. The
leak was a slow one and had satu-
rated a small area hidden by the
dry leaves which clung to the red
oaks. Mike circled back and
pointed it out. He told the aston-
ished Press how he had spotted it.

"You mean a man has gotta
smell out these leaks?" Press said,
laughing loudly.

Mike thought the laugh uncalled
for. A man did not fly down the



line sniffing to high heaven as the kid's laugh indicated.

He let off his irritation by popping the wheel ahead. The ship dived for the ground. It was a scary performance, because they only had 100 feet of altitude to start with. Mike became suddenly happy as he heard Press gasp.

Mike actually had dived down to get a number off a white post, so they could identify the leak for the station gang at Carrollton. Press' startled gasp was a nice dividend.

"You get the number off the post?" Mike asked.

"Get it!" Press blurted. "I was too busy getting my feet apart so the post could go between them!"

MIKE scribbled a note reporting the leak and put it in a small muslin sandbag attached to a red cloth streamer about as long as his arm. A few moments later, circling close over the Carrollton pumping station, he dropped the bag and note. Mike watched the man on the ground run about 20 feet and pick up the note.

"Always stick around until you see somebody get your drop," Mike told Press benevolently. "Keeps your neck in, keeps somebody from claiming you made no drop."

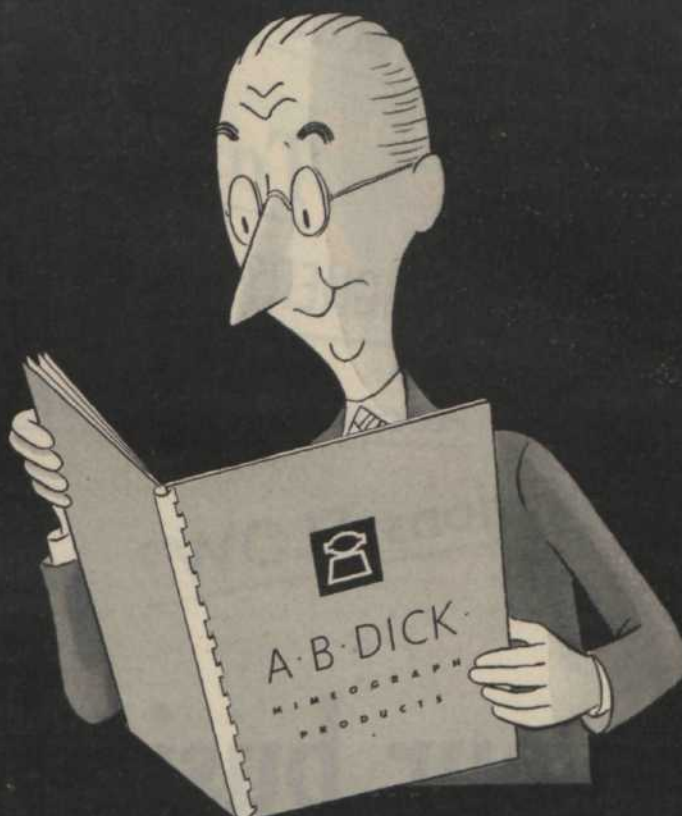
The kid nodded. He looked uneasy. And suddenly the taste of pleasure went out of Mike's mouth. What was he doing up here today? Trying to convince a kid that old Mike was a flying fool? Or just a fool? Mike felt shame. Not in 15 years had he grandstanded for anybody. Maybe the plain truth was that old Mike didn't know what to do with himself in front of a subordinate. He'd never had a subordinate before.

They found no more leaks on that leg and Mike told Press to make the note drop at the next station, which was La Plata, Mo. Mike watched Press toss the bag almost into the hands of the man standing on the ground. It was a beautiful pin-point drop.

Subdued, Mike said, "We'll land at Kirksville for gas." He noticed his voice was not lusty. "You land her," he said. The kid greased the ship in nicely.

Mike sulked in the office while Phil, the airport instructor, acting as lineboy, was putting 16 gallons in the wing tanks, and Shorty, the A & E, was putting a quart of 40 weight oil in the engine. Press came in, phoned the C.A.A. weather station which, as usual, was located on the opposite side of the field.

Mike took them off the ground



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and flew in a low dispirited way down the line that forked and led to Wood River, near St. Louis. The schedule was fly the line to Wood River, then deadhead back to Kirksville and spend the night.

The air rode as if it were made of cobblestones. Repeated down-drafts knocked the bottom out and the recoveries yanked Mike's head down against his chest. He acquired a cold rage toward the rough air. He didn't like turbulence. Whenever they needed to go back for a second look at a suspicious area, the turn as often as not became nearly a cartwheel, so cobbly was the air.

Mike glanced at Press. The kid seemed to be getting pale. He was scared. It gave Mike no satisfaction, because he wasn't trying to do anything to the kid's brassy cockiness now. The air was rough. Mike wasn't exactly dozing in an easy chair himself.

NOW was the time when a real executive should inspire confidence, Mike reflected. Instead, the kid was scared.

They checked in with a drop at Wood River.

"That does it," Mike said, relieved and weary. "We deadhead back to Kirksville. You want to fly her?"

"Okay, I'll fly," said Press.

"You can get up around 4,000 if you want. Smoother up there," Mike said.

Press looked at Mike in an odd way. "You mind if I practice, Mr. Meservey?"

"Practice?"

"I'd kinda like to fly the line back to see how it goes, Mr. Meservey."

"Do whatever you want," Mike said, suspecting that was the wrong thing, but too weary to show spirit.

Press brought the plane around in a smooth turn. He lowered the nose toward the white posts.

Mike knew he was in for it. The funny thing about it was that he didn't seem to care much. Not that he wanted his neck snapped, but there wasn't much chance Press would crack up the ship. The kid was a good flier and good light-plane boys were scarce.

Press drove the ship low, yet never low enough that the wheels ticked brush or boulders. There was always some clearance. Fractions of an inch, maybe.

Mike threw a fast glance at Press and saw the thin white shine of the kid's teeth between drawn lips. There was something depressingly familiar about the expres-

sion. In it was the look of a free devil caught in a corner and trying to break out.

Good God, Mike thought. *This kid is old Mike Meservey all over again.*

Then he felt oddly at home with himself. He relaxed. He stopped trying secretly to lift the plane over fences by leaning back hard on the seat to change the center of gravity. Mike closed his eyes. Man is made to be a path-follower, he thought. And a fellow should find it out early, learn it before he has become an old flying dog with a dilemma. . . .

"We're here." Press' voice aroused Mike. "We're back at Kirksville. You want to land her?"

Mike opened his eyes. He had been asleep. He felt easy and drowsy. He shrugged and said, "Go ahead and land."

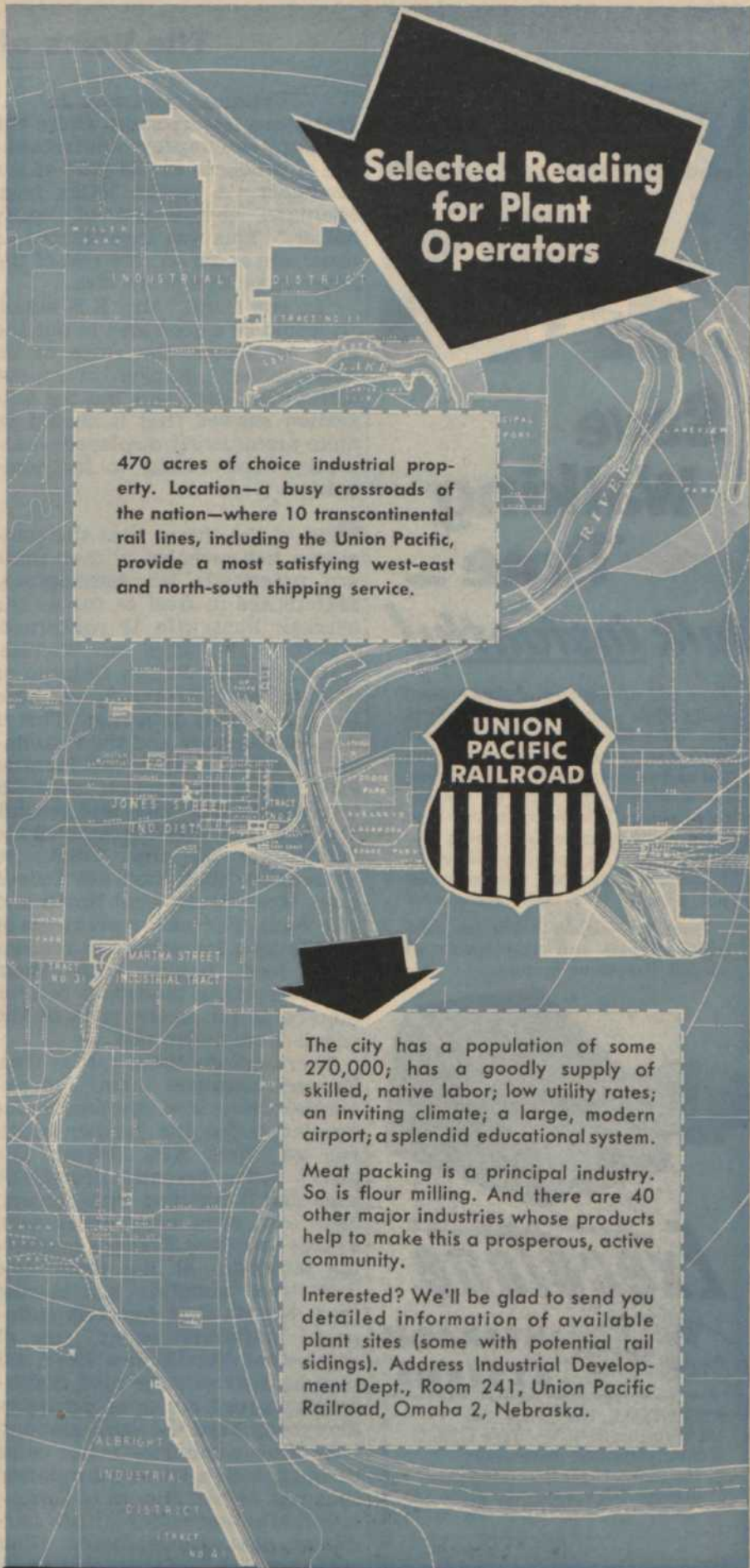
When Press got out of the airplane, he turned and looked at Mike as if there was something he wanted to say. But he walked off without saying it.

Mike sat in the plane for a while thinking he did not feel particularly tired. But when he did get out he discovered a weakness in his legs. He walked into the office and used the phone to report to the La Plata pumping station that he was through for the day. Then he phoned for a cab. It would take a little time for the cab to come out from town, and so he walked back toward the shop hangar to chew the fat with Shirty or Louis, the A & E mechanics.

MIKE didn't mean to eavesdrop. Press was talking to Louis. "Dangedest thing you ever saw!" Press sounded happily awed. "Here I am, trying to scare the pants off him, flying low. . . . And what you think happens? He goes to sleep on me."

Mike couldn't help overhearing. "Went to sleep, and me trying to put the fear in him!" Press paused. And then he laughed. A pleased laugh. Satisfied. "I think I'm gonna like working under old Mike. I heard he was an old terrapin, but somebody had it wrong. I kinda like the way the guy starts a man off."

Good Lord, Mike thought. What do you know. He turned back silently, and went to the office. He felt free, ready for laughing, sure of himself the way a man was sure after he had made up his mind on a thing that had taken a lot of thinking. He was going to like this executive job. Nothing to bother with except a few headaches now and then.




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The Voice of the Customer

(Continued from page 31)

gratuitous letters show where the company can improve understanding of products on the part of the consumer. A recent letter from Michigan complained of "salty butter." This was investigated as usual and acted on; the rest of the letter gave Kroger an idea.

"Do you think," Mrs. K.S. asked, "it would be a good idea to put the date on butter, the same as on milk, coffee?" Kroger, of course, already had done this, but the suggestion showed that it should be more prominently displayed—naturally of advantage to the company.

ONE of the things that the committee has revealed is that there are practically no geographical preferences in food as far as the average housewife is concerned. Whether she lives in Wichita, Kans., or Erie, Pa., in Chicago or Atlanta, Mrs. Kroger Stores likes the same foods as a rule. This is due, Mr. Garnatz and the Foundation people think, to two factors: First, mass production methods that standardize foods and, second, World War II, which scrambled the population of the U.S.A. so thoroughly that East did indeed meet West, South went North and vice versa. The mass movements of populations for economic reasons took food habits with them and everything tended to become merged as far as the mass of the people were concerned.

There are exceptions, it is true. Kroger recognizes them. For example, there is a preference for heavier coffee the farther south you go. Near New Orleans the heavy coffee becomes practically solid and is fortified with chicory. Naturally, area preferences such as this influence Kroger's marketing methods. At the same time committee sampling has blasted food legends that formerly influenced marketing policy. One of these, that Northerners liked less sage in their sausage than Southerners, turned out to be nonsense. Everybody liked the same amount.

Another committee zealot came through with a bit of information that has helped Kroger to formulate marketing policy in her particular area of Oklahoma. This lady reported that there was an oil boom in the making nearby and that the company ought to take advantage of the certain increase

in local population by increasing its supplies of merchandise for the expanded market.

This information went to "Jean Allen," titular head of the Homemakers' Reference Committee and a Kroger employee. Jean Allen in real life is Jeanne Paris, head of the home economics division of the Foundation. She is an important personage in the life of Mrs. Kroger Stores and the committee girls always are writing her little bits of gossip with accompanying information that the firm can use in obtaining better acceptance of its products.

Miss Paris always answers with sympathy and understanding. Therefore when Mrs. K.S. sends in local newspaper clippings about the paper she read before the Women's Club, or her election to the vice presidency of the League of Women Voters, Miss Paris is quick to congratulate and share these little triumphs with the writer.

Since the committee's establishment, Kroger has worked to foster



this intimate relationship, but at the same time to keep it, so to speak, at arm's length. In all the years of its existence, only two committeewomen have visited the company's headquarters in Cincinnati. Such visits have not been encouraged nor, oddly, do the women seem disposed to make them. The Foundation people believe too much intimacy would destroy the objectivity of the tests.

Nevertheless, the feeling of familial partnership remains. Each year at Christmas Kroger remembers its girls with presents—a fruit cake, a tray, a box of company products, a cookbook, a handwoven basket of food with recipes. During the year there are bonuses in the form of canned goods and other gifts and always there is that heavy correspondence between Miss Paris and the committee-women.

In return for the gifts Miss Paris

—who handles all correspondence
—receives Christmas cards, birthday cards, gifts. There are hand-embroidered handkerchiefs, guest towels, felt needleholders and other feminine pretties for the head of the committee. This seems to satisfy the yearning for a more personal relationship on the part of the committeewomen.

The Kroger people, while delighted by this feeling among their girls, also strive to keep them apart. The view is that as long as they don't know each other they will not be able to influence each other's replies.

The Foundation was established in 1931 to improve and control the quality of Kroger products. It operates in a modern laboratory with all the gadgets of science to use in its tests of food. There is a biting machine to test meats, a snapping machine to test the hardness of cookies, a consistometer for testing the consistency of preserves, catsups, cream-style corn, and similar products.

THESE and many others give unerring answers—but they can't, in the final analysis, answer for the consumer. Because they can't, Kroger thought up the Homemakers' Reference Committee so that the consumer could answer for herself and to make sure that any product on Kroger shelves was acceptable to the customers.

The committee was formed from names submitted by the various stores on the quota basis already described and brochures were mailed to the women telling what Kroger had in mind. When replies were in, the committee was selected so that all age groups were represented, as well as the high, middle and low income groups.

In 20 years the committee has changed hardly at all. It takes death or a move from Kroger territory, usually, to pry Mrs. Kroger Stores from her consultation work. Few have been expelled for failing to answer two consecutive tests—the company's rule.

When a test or a questionnaire is decided on, six interested groups get together to make it up. Four of these are within the Foundation itself. One is the home economics division, a second is the canned and frozen food department, a third the cereal laboratory and the fourth the general laboratory. These include the experts on every product that Kroger handles. The fifth and sixth groups are the merchandisers and production people. Together, they decide on the test or questionnaire, examining the sub-



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ject from every angle until they have made the questions as sure as possible of obtaining the most informative answers.

The techniques employed to get the most out of each questionnaire are shrewd, but simple. When various brands are to be tested, they are identified only by colors. This has proved more efficient than classifying by numbers or letters.

"People," says George Garnatz, "are likely to be attached to this or that letter or number—particularly to the letter 'A' and the number '1.' This is no doubt due to long association of both with perfection. Hence the products marked with them in any test are likely to get the most votes regardless. There may be preferences in colors too, but they aren't as marked and we think such preferences have negligible influence on the results."

In both tests and questionnaires the Foundation people deliberately conceal the important question. "We lead them through a maze of others," says Mr. Garnatz, "all yielding data we may be able to use, but not precisely what we want to find out. We want their answers to be as natural as possible and if we emphasized the importance of what we wanted to know too much we might throw them off. This way we're reasonably sure they will give a straight, uninfluenced answer."

This is the firm's seventieth year in the food business but it is still learning things from its committee. The committee women told the firm how to package mints, showed them that their own can of pork and beans was not so good and had to be changed. In the latter case, the old truism that food habits condition the market was proved. The canned pork and beans that had been first in the market was preferred over all the others.

Kroger's product was fourth among four examined. So Kroger imitated the one preferred. The next year a test showed that 77 per cent of the women approved of Kroger's product so they went to market with it. It moved to the top, or near it, in sales, and has stayed there.

It was in this test, incidentally, that one of Kroger's branches ex-

pressed skepticism. The manager said local preferences were different. So the Foundation ran the test in that branch alone. Result: the same as the committee's. This elated the Foundation people and gave them a new idea. New tests and questionnaires are frequently sent to what they call the Inner Circle of 125 committee members when they want especially quick results. These women live within a short radius of Cincinnati and at times have had the test materials delivered by hand. Their findings have been checked with the whole committee's and found to correspond.

The committee has tipped off Kroger's management that women like recipes on labels and use them frequently. More important, it was found that women want recipes on the labels of canned goods changed every six months. So Kroger plans to do this. The company has changed its formula for salad dressing, sandwich spreads, catsup, preserves and other foods with happy results because the committee showed this should be done.



"Watch him, Charley. I think he's trying to palm the business off on us"

The Kroger girls have indicated their preference in many products; more—they have indicated whether they would pay the added price necessary to buy these products. For example, there was a recent case of two types of green beans. One was 14 cents a can, the other 17 cents. The ladies liked the latter; they also said they would pay the three cents extra to get it. It wasn't the same with two brands of frankfurters. The girls reported that, while they preferred one above the other, they wouldn't pay



This addition to steam generating facilities at Olmsted Air Force Base, Middletown, Pa., is sided with panels of U·S·S 17 Stainless Steel. The building is shown above before installation of panels and at the right as it nears completion. Architect-Engineer: Gannett, Fleming, Corddry & Carpenter, Inc., Harrisburg, Pa. General contractor: R. S. Noonan, Inc., York, Pa. Stainless Steel panels fabricated and erected by H. H. Robertson Co., Pittsburgh, Pennsylvania.

MORE than 7,000 square feet of U·S·S 17 Stainless Steel insulated panels form the complete walls of this new building which is an addition to existing steam generating facilities at the jet engine overhaul line at Olmsted Air Force Base, Middletown, Pa.

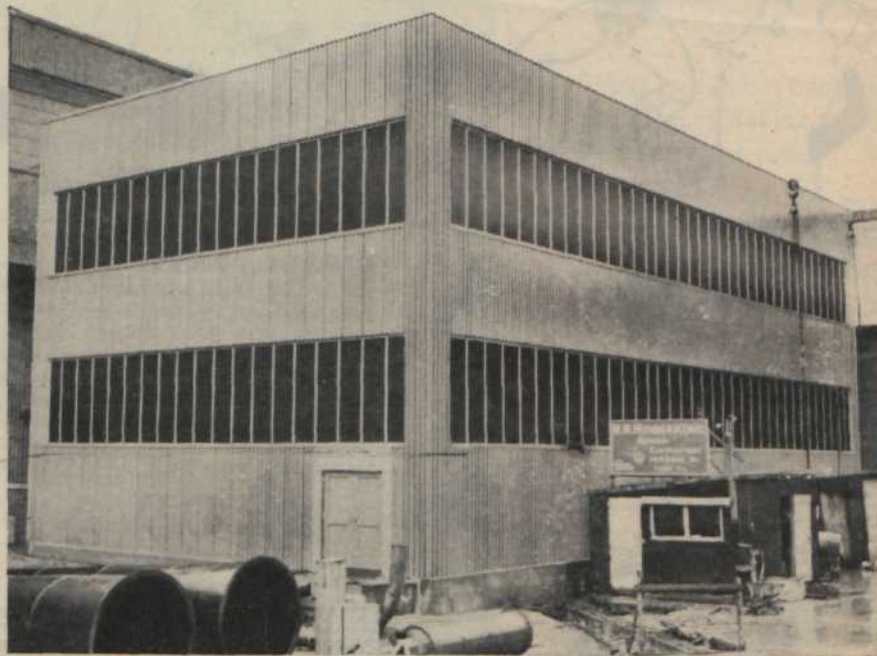
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the higher price to obtain it. The value of such information in formulating marketing policy couldn't be overemphasized.

Mrs. Kroger Stores, indeed, has influenced the marketing and manufacturing of companies other than the one she serves. A macaroni manufacturer recently changed his product after a test revealed that the committee liked another product better. He and several other Kroger suppliers have taken advantage of the committee's findings to alter their product for general distribution, even though they sell to Kroger competitors. Kroger doesn't object. In fact, the management, secure in its own information, takes pride in this.

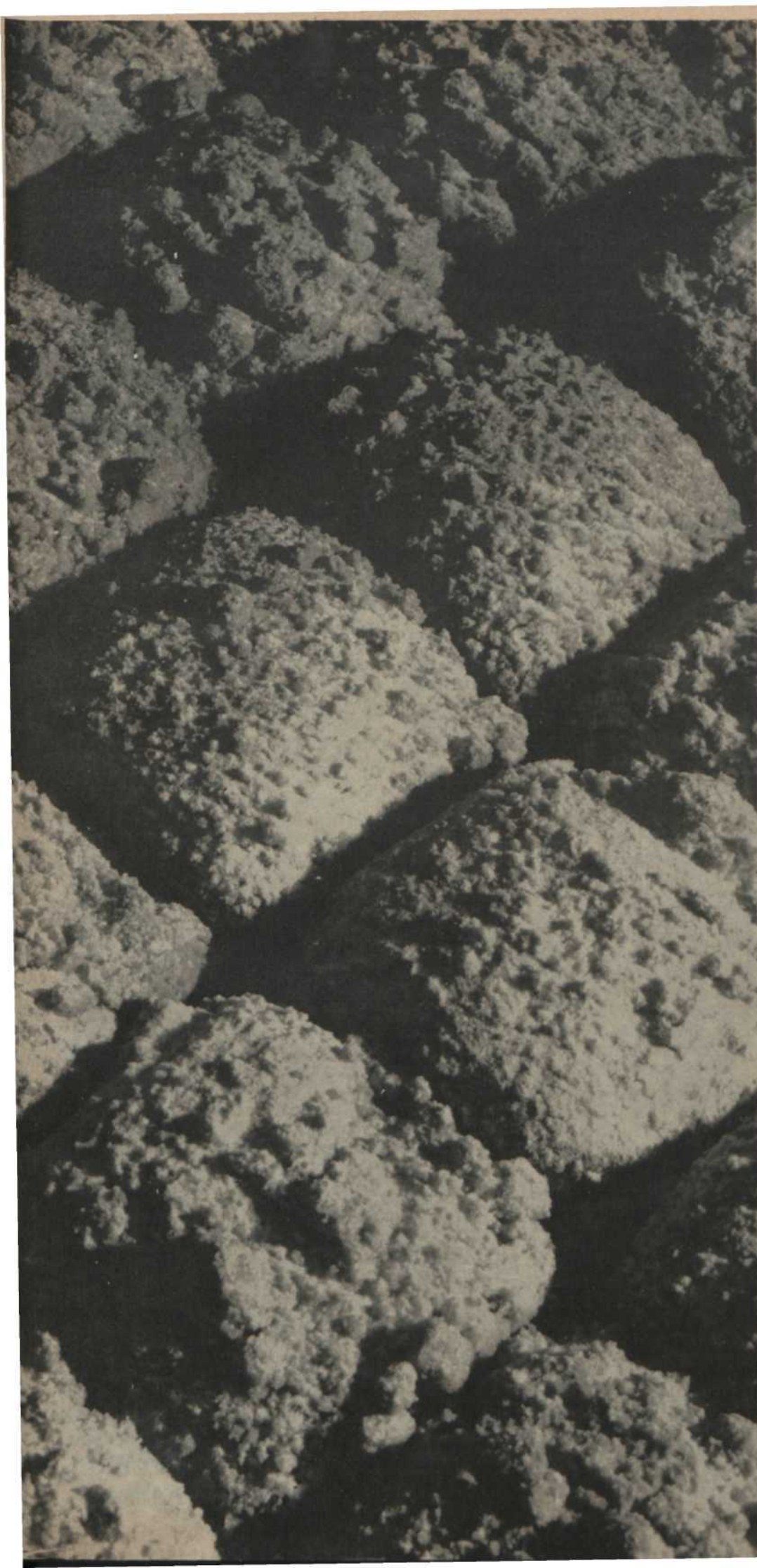
Kroger also has learned some truths that are useful generally in its food preparation. First, that there is definitely a great American sweet tooth and that when in doubt it is better to add just a little sugar. Second, that it is better to avoid highly flavored foods. People like these at single sittings, but on the long pull—no. Third, it's the same with richness. Kroger has learned to beware of this, even though it's preferred for the moment. It won't sell over a long period because it produces satiety and, therefore, quick abandonment.

COMMITTEEWOMEN are earnest, take great pride in their work. Five of them have—with the permission of the company, of course—passed along their memberships to their daughters who are presently serving. And when women leave Kroger territory they always recommend people to take their places. Even in the case of a member's death a sister, a daughter, a husband, will take care to write to Kroger to recommend someone to take over. A number of members, however, have been with the committee since it was formed.

Kroger has learned that consumers generally are conservative and that they invariably are consistent. There have been deliberate attempts to cross up Mrs. Kroger Stores—none has succeeded. The same tests have been sent out in different forms, but in every such instance the same results have been obtained.

"The committee saves and makes money for us," says Mr. Garnatz. "And it is a principal reason why our customers eat better. I can't think of a happier combination."

For Kroger, 750 women never have been wrong.



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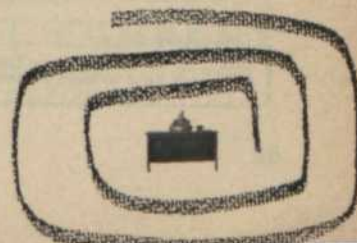
All are a part of that better bun.

Manufacturing anything today goes far beyond the basic ingredients, and so help us, we think the men who make the things we use for business and in everyday living don't get half the credit they should.

The U. S. Chamber of Commerce recognizes this because *business* is its business. Within the Chamber is the Department of Manufacture, which works on manufacturers' problems, alerts members on issues affecting the nation's productivity, brings manufacturers' views to the attention of Congress, publishes informative booklets.

We're not modest about all this because *Nation's Business* also is a department of the Chamber and we lean heavily on brother department here, hold them in high regard. This solid relationship between the Chamber and *Nation's Business* makes it possible for us to publish a magazine that 800,000 businessmen spend almost \$5 million a year to read. And these readers make *Nation's Business* an effective advertising medium for selling businessmen.

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THEY DO MEAN CURB

TWO HUNDRED miles separate New York's Wall Street from Waynesboro's Main Street. They don't look a bit alike but they have one thing in common: both have curb markets. The proud and thrifty townspeople of Waynesboro, Pa., will tell you, though, that their curb market is the McCoy. And so it is.

Every few weeks their market is held in front of Citizens National Bank on the town square. In comparison with Wall Street, Waynesboro's market is no great shucks when it comes to volume of trading. Only \$150,000 worth of local stock was sold during the 19 sessions held in the past year. These shares include both common and preferred issues of three major manufacturing firms, the local electric power company, a half-dozen banks in Waynesboro and neighboring communities, a knitting mill, the water company and a few scattered issues.

The employees of these firms are the best customers for the stock. Local businessmen say this fact accounts for much of the industrial peace which has prevailed in Waynesboro year after year. There hasn't been a major strike there since 1917. It's a common sight, too, to see Mennonite farmers bidding.

Stocks represented on the Waynesboro curb returned more than \$2,500,000 in dividends last year. Aside from the customers, Waynesboro's exchange is strictly

a one-man affair. That man is Leslie A. Bohn. He decides when a sale will be held and then auctions the issues himself.

Mr. Bohn opens with the traditional "Oyez! Oyez! Oyez!" From there on it is up to the bidders. During the sale he darts up and down the sidewalk to catch even the slightest sign of a bid.

There's no secret there about who buys the stock. The customers know each other and if they miss a sale they can always pick up the newspaper the following Monday and find out.

It annoys the townsfolk when an outsider buys up their stock. They feared this was happening a few years ago when a stranger consistently outbid the local customers on blocks of 100 and 200 shares. It turned out that he was the new minister of a neighboring country church and had been investing some of the church's funds. Everyone was satisfied.

Auctioneer Bohn is careful to make sure his customers hew to the Federal Reserve Board's margin regulations regarding minimum cash payments on stock purchases. He can recall the days, though, when he sold stock at 100 per cent margin to a friend if he was dissatisfied with the bidding. Then his friend put it all back on the market at the next sale. Mr. Bohn usually got what he wanted if he held out long enough.

It's unlikely that Waynesboro's curb market ever will lose its authentic flavor of doing business at the curb. It's been held out in the open through all kinds of weather for decades and any attempt to move it inside is quickly rejected.

The town's capitalists are no softies.—RAYMOND H. WILSON

Congress' New Power

(Continued from page 38)

The Air Force had its own investigators look into rumors about Benny Myers.

There were officials in RFC who were disgusted by the mink coat episodes, but they feared to act. Responsible administration officers were aware of the odor emanating from the Internal Revenue Bureau, but they simply turned away from the wind, muttering: "Let's not rock the boat," according to King Committee investigators.

Back in 1947, the Taber Appropriations Subcommittee ran across indications that income tax collectors were violating the Corrupt Practices (Hatch) Act. They urged that the collectors be placed under civil service. The suggestion was ignored.

In 1949, the Hoover Commission made a similar proposal. This time Secretary of the Treasury John Snyder retorted: "I can assure you that the Internal Revenue Bureau is well run. . . ."

DURING the succeeding two years, the California Crime Commission and the Kefauver Crime Committee pointed accusing fingers at shenanigans in Internal Revenue, but only when Sen. John J. Williams of Delaware individually, and the House (King) Committee, collectively, ripped the bureau apart, were the collectors removed from patronage and placed under civil service.

When the King Committee in the summer of 1951 picked up the ball from the Kefauver Committee and began to carry it through the door of the Internal Revenue Bureau, the Treasury Department offered lip-service cooperation, but no more. Adrian DeWind, then committee counsel, quickly realized that the two revenue agents assigned to help his investigation were more scared of their superiors than of a temporary investigating committee.

The Treasury Department, while polite about it, made the King Committee hurdle every possible legal obstacle before producing the records it sought.

A House Judiciary Subcommittee which was curious to know how deeply the income tax taint infected the Justice Department, found itself getting nowhere until the chairman made a personal plea to President Truman.

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committee just like you ran the Truman Committee," Rep. Frank L. Chelf, Kentucky Democrat, shrewdly told the President.

Mr. Truman issued an order April 12 to all executive departments to cooperate with the Chelf Subcommittee. But it was May 2 before the committee could shake loose the records it wanted. Late in May, Stephen Mitchell, then committee counsel, was still tearing out his hair for the lack of Justice Department cooperation.

"They test my strength every time," moaned Mr. Mitchell who has since been named chairman of the Democratic National Committee. "It's a battle for every scrap of information."

Veterans Administration, with its widespread program for education, housing, insurance, and hospitalization, has been subjected to numerous probes, only to emerge with a formidable reputation as being a tough nut to crack.

A member of the House Veterans' Affairs Committee once walked out of a hearing in protest against his inability to elicit direct replies from a VA educational official whom he was quizzing.

Rep. Olin E. Teague of Texas, chairman of a House select committee, hired a technical expert to assist his committee investigating veterans' education and housing. At one point in his hearing, Representative Teague's expert was able to prove VA incompetent with the same figures VA officials used to prove how well their program was going.

MOST investigating committees find it difficult—at least at first—to get cooperation from the executive agencies. "If you have a reputation for being a tough guy, you get the cooperation you want," comments Francis D. Flanagan, chief counsel to the Senate Investigating Subcommittee, who has just that kind of a reputation.

The recent probes disprove the oft-made charges that the Administration in power can prevent or halt an investigation. There's no doubt that politics plays a part in inquiries—after all, politics is an integral part of Congress—but the role is over-all a small one.

Some of the staffers of committees are picked on a majority-minority basis. But most of the aides are chosen for ability, because the committees are short on staff and, to be effective, must be long on competence. As a rule, each committee has but three investigators, including the chief counsel. They put in long days and nights,

six and seven days a week, for months at a time, to develop a case to the point of public hearings.

A House Monopoly Subcommittee attorney read more than 1,000 minutes of meetings held by Industrial Advisory Committees to the Office of Price Stabilization and the National Production Authority as part of his preparatory investigative assignment.

"We work so hard here," observes Ernie Goldstein, chief counsel, "that no one ever asks us if we are Democrats or Republicans."

To the credit of Congress, politics did not deter the Senate De-



fense Investigating Committee, then headed by Sen. James Mead of New York, from tying the Garsson brothers in with Rep. Andrew May of Kentucky although both Mr. May and Senator Mead were pro-administration cohorts, and although Mr. May, as chairman of Military Affairs in the House, was an influential leader in Congress.

Incidentally, the Garsson-May scandal was brought into the open through an anonymous letter sent to the committee. Congressional committees are eager for information and, as a rule, when investigating, scrutinize every report, no matter the source. A letter from a Tarzana, Calif., veteran recently led to Veterans Administration insurance reforms which will save \$1,000,000 a year, according to the Hardy Subcommittee.

Every so often, a congressional committee comes under sharp attack from press and public for abusing its investigating power. The Kefauver Committee has been criticized for television sensationalism, yet the hearings aroused public opinion and served as a rallying point for citizens all over the country to rise and fight corruption in government.

A few committees have treated their witnesses rather roughly, and

have failed to take proper precautions against smearing individuals by witnesses clothed with congressional immunity. But as George B. Galloway, a student of government, has observed: "Unfair investigations have been the exception rather than the rule."

Public opinion itself is a bridle on the tactics of congressional committees, and Congress has the prerogative of pulling the reins, as in the case of the House committee investigating un-American activities. This committee was completely overhauled by Speaker Sam Rayburn in 1948.

It must not be overlooked, however, that it was this oft-maligned committee which—hunting for a "red herring," according to President Truman—unearthed the high-incredible case of Alger Hiss.

THE investigations of the Eighty-second Congress led to important reforms in government through corrective legislation and administrative reorganization. The Eighty-second can be credited with compelling much needed reforms of policies of the Internal Revenue Bureau, Reconstruction Finance Corporation, Maritime Commission, and the GI education and home loan guarantee program. The mobilization agencies were forced to set up procedures to give little as well as big business a break in the obtaining of government contracts, loans, controlled materials, and rapid tax amortization for plant expansion.

The unceasing fight in Congress against government waste picked up momentum. Steps were taken to force the armed services into being more economical in spending tax dollars. Committee exposure of waste by the military unquestionably contributed greatly to the mood of Congress in slashing the fiscal 1953 military budget from \$51,000,000,000 to \$46,000,000,000.

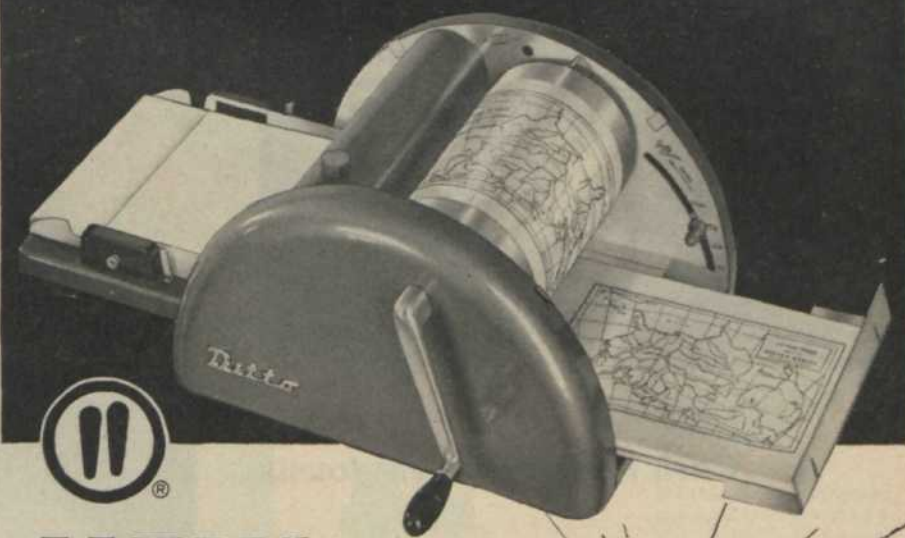
In turn, the military became cost conscious, and made some substantial efforts at realistic economy. The Army, for example, accused of wasting manpower, squeezed its "chair corps" and as a result will come up with two or three new combat divisions without increasing its over-all personnel total.

In reasserting itself with the power of the question mark, Congress has not only found a substitute for the diminishing power of the purse, but Congress has turned on a bright light.

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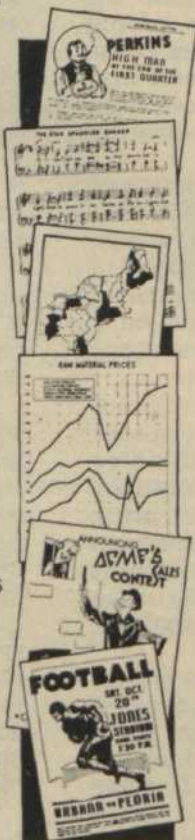
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Free shows pay off in Kentucky

By **GEORGE LAYCOCK**

Cash registers in six towns

rang again after two men

bought a \$650 movie projector

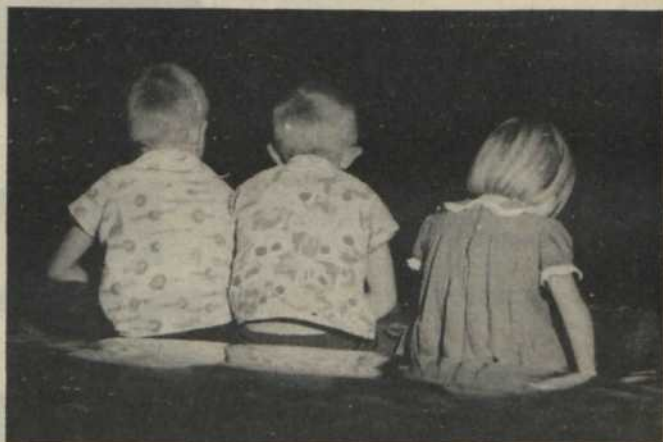
PLEASUREVILLE, KY., is a tiny hill town where nothing ever happens—until Saturday night. On Saturday night throughout the summer people swarm into town from farms as far as 20 miles away. Some 2,500 of them crowd the narrow streets and keep the stores busy. The reason can be traced back to two men who found a way to make money by showing free movies.

These moviemen, Cliff Adams and R. L. Rains of nearby Port Royal, agreed in the spring of 1950 that life in their town was growing duller by the day. Then one day Mr. Rains, an electrician, stopped in Mr. Adams' poolroom after work and in the course of conversation Mr. Adams said there should be a movie in town. Mr. Rains agreed, but both knew that Port Royal was too small to support a theater.

"Somebody should buy himself a movie projector and stage outdoor shows once a week throughout the summer," Mr. Rains said. They started thinking of the other small towns up and down the Kentucky River valley. A movie, they thought, might bring people to town and give business a needed boost.

"A fellow could take his outfit to a different town each night," said Mr. Adams, "and show the same picture all week and I'll bet the merchants would be glad to pay for it."

They spread a map on a table and drew circles around six towns they thought could be covered under such a plan. Port Royal, Pleasureville, Monterey, Bedford, Worthville, and Sanders, all within 20 miles of Port Royal, seemed possibilities. In their spare time, the two men went around to these towns and talked to merchants. Many, whose cash



PHOTOS BY GEORGE LAYCOCK

registers had not made much noise in recent years, were enthusiastic. They promised to chip in a weekly fee to support the project.

The two spent \$650 for a movie projector, slide projector, amplifier, microphone and some cable. Then they made a projector table. A screen was fashioned out of two bed sheets sewn together.

The first show was held in the poolroom before a largely masculine audience. "Neither of us had ever run a projector before," said Mr. Rains. "I had the man show me how to thread the thing before we bought it. But it took me two hours to figure it out there in the poolroom. Might have taken longer if I wasn't an electrician." With a successful poolroom preview behind them they moved out into the country to start their circuit riding.

Each summer evening after work they load their equipment and head for the town where they're scheduled to entertain. The stores stay open on "free show" night to take advantage of the money the movies bring to town. One merchant said, "Our business has increased 40 per cent on Saturday nights over what it was before Cliff and R.L. got their free movie idea."

Each sponsoring merchant pays two dollars a week which entitles him to one slide. Some merchants who don't benefit directly from the movies, for instance the garagemen, willingly pay their two dollars for the good of the town. These fees net the moviemen about \$50 a week each, plus, as Cliff says, "More fun than you can put in a paper bag."

Their big night is Saturday when they take their families along and pull into Pleasureville by 4:30 in

the afternoon. Mr. Rains parks his little covered truck in a large open lot beside the railroad station in the center of town.

Then the two men visit the merchants, check their equipment and hang the bed sheet screen from a power cable across the open lot.

By dusk the town is filled with people crowding into the stores to finish their buying before the movie starts. Before the evening feature, which may be a western, a jungle picture, comedy or drama, Mr. Adams shows the slides while he reads each one into his microphone. "Why look further. Look your best. Our suits are the best buy in town."

Occasionally he tosses in a free spot announcement for some worthy cause. One evening he reminded his audience, "Folks, let's have a big turnout over at the home show in Campbellsburg. It's at the playgrounds there. Maybe some of you folks know where the playgrounds are. I don't." Several people in the audience promptly told him.

THE two encountered trouble only once last summer. "A sound tube burned out," Mr. Rains said. "We had an extra but it wouldn't work either. That was the only silent movie we showed all year and the crowd didn't seem to mind much."

Once at Pleasureville it rained nine nights out of the first 14, but no show was canceled. "Twice it rained so hard we couldn't see the screen when we were changing reels inside the truck," Mr. Adams said, "but the people stayed in their cars and watched the show."

Most of the moviegoers, however, watch from chairs, camp stools and boxes.

In the beginning the moviemen met occasional opposition from the ministers. One minister decided to hold his revival on "free show" night. Mr. Adams told him, "That's easy. You start a half hour early and we'll start a half hour late." This worked until the minister was replaced with another who held his audience until ten o'clock. The next week revival attendance fell drastically and the new minister embraced the plan of his predecessor.

"We could show at any number of towns if there were enough evenings in the week," said Mr. Adams. "Those movies bring the people to the stores. Every summer now we'll have six good towns on the circuit. The merchants come after us early in the year to make sure we're coming to their towns. If they've got the money, we've got the time."

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Cotton Joins the Wonder Fibers

(Continued from page 29)

went to work, little was known about cotton's markets. "None of us knew exactly how the market was broken down," volunteered Frank A. McCord, who directs the organization's market research.

The range covered the world. Besides the obvious use of cotton in clothing, there was cotton in oilcloth, canvas awnings, sheets, towels, imitation leather, corduroy, rubber-coated sheetings, tire cord, washable wall coverings, book bindings, window shades, draperies, upholstery, rugs, blankets and scores of other products.

The researchers asked the natural questions. How much of each market, for instance, did cotton's competitors hold? Why couldn't cotton dominate a larger chunk? The answers were equally self-evident. Where it wasn't a matter of quality, it was lack of adequate promotion and an unfavorable price situation.

Hence, from discovering the size of the markets for raw cotton, the search led to quality evaluation and on to sales promotion and advertising opportunities before reaching the toughest and touchiest element, price. With sharp visions of five-cent cotton etched in their memories, cotton men were not likely to take price-cutting proposals without an uproar. Yet by careful campaigning the Council advocated reforms in methods of production which, in the long run, might achieve reductions in the cost of cotton goods without fomenting a revolt among its members.

FIRST to come under the Council's scrutiny was the field of women's fashions. Nowhere was the competition heavier in the fashion arena than in markets for street dresses. It became the mission of the Cotton Council to make sure that more purchases rang the cash registers of the cotton industry.

Backing up every activity with strategically placed ads and publicity stories, Council staff members persuaded designers to create cotton outfits for the wives of the governors of at least 36 states. Wherever displayed, these costumes won wide acclaim, inducing the whole designing profession to lean more heavily on cotton.

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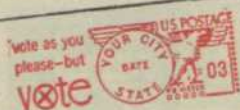
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crop for use by the armed forces. After the war, King Cotton's courtiers resumed their private battle against competitive products. Cotton street dresses accounted for a little more than ten per cent of the total market in 1947. Yet by 1951, cotton had doubled its position.

Encouraging cotton fashion shows across the continent; demonstrating to manufacturers and retailers how washable, wrinkle-proof, mothproof cottons lent themselves to superb styling; spreading the legend through the press, over the radio and via TV, the Council built up a new demand for cotton in dresses. More recently, it stimulated the nation's swankiest shops to display cotton-made winter frocks. By pressuring for a transitional cotton costume—for use between lightweight summer and heavy winter fabrics—the Council has given stores their first July fashion business.

PRODDING designers to turn to cotton is the Council's globe-trotting model, the Maid of Cotton. On a unique six-month, 65,000-mile promotion tour of three continents, this attractive miss, selected each year from one of the 18 cotton states, exhibits the merits of the cotton wardrobe in 30 American cities, in Canada, in Europe and in several Latin American republics.

Keystone arch in the Council's year-round fashion promotion program, the tour is one of the least costly and most productive items in the organization's budget. Supplied with a complimentary 43-costume all-cotton collection by 35 outstanding American designers and five famed Parisian couturiers and also a second 29-piece wardrobe for which home sewing patterns are available, the Maid of Cotton travels partly at the expense of collaborating groups. Total cost to the Council: \$25,000—a neat promotion package at many times the price.

Although primarily a good will ambassador to increase cotton's prestige, participants often profit directly after the Maid's visit.

It was all very fine for the metropolitan business, but the Council had its eye on the rural populations, too. Here, it hit on an old custom of individual cotton mills. For years, they had worked on the manufacturers of seed, feed, fertilizer, flour and sugar to pack their wares in cotton bags. When the bag was empty, they maintained, the farmer's wife could use it as material for a dress, apron or her kitchen towels or curtains.

Taking a clue from these isolated instances, the Council instituted a bag-fashion promotion campaign. Through farm journal ads, direct mail pieces, personal calls on manufacturers and dealers, it outlined the broad horizons of salvaging empty cotton bags for piece goods. From two major pattern firms, it obtained special booklets featuring bag-fashion patterns.

As a result of this drive, topped by traveling bag-fashion shows, about 150,000,000 bags of dress print material have been demanded by farm women this year. In a year's time, fertilizer processors increased their cotton cloth orders from 8,000,000 to 17,000,000 yards.

But fashion is largely the come-on. By making women cotton conscious, the Council reckons it softens them up for promotions in allied areas. Having attracted the fair sex with alluring costumes, it spills its promotional zest into piece goods, household fabrics and many other things which women normally buy.

One campaign directed at the housewife suggests a better sleep as the reward for a more frequent change of sheets. Another seeks to recapture the towel area. Awnings, rugs, slipcovers and more are given a big lift by cotton's boosters. The steady increase in sales among all of them shows that organized promotion has paid off.

Behind the public-directed phases of cotton's counterattack are the equally important measures taken to improve the product and find wider usages. Out in the cotton fields mechanical aids are indicating a prospect for driving cotton down from its present perch of about 40 cents a pound.

One large Delta planter foresees a day when mechanical picking alone will cut his harvesting costs by four. By hand it costs him roughly \$50 a bale to bring in; by machine, which moves many times faster, he can pick his crop at \$12 a bale. With 20,000 mechanical pickers on the plantations now, compared with none ten years ago, the sign of the future is visible.

There is a long way to go before cotton is emancipated from its two great enemies, weeds and pests, but here, too, science and mechanics are helping. State experiment stations in the cotton belt are working on chemicals to handle them.

Tractors are getting into the act, too. The close to 1,000,000 tractors on farms today, as against the 350,000 a decade ago, is a significant part of the changing story. Here again, Council agents are

backing planters in the swing to mechanization.

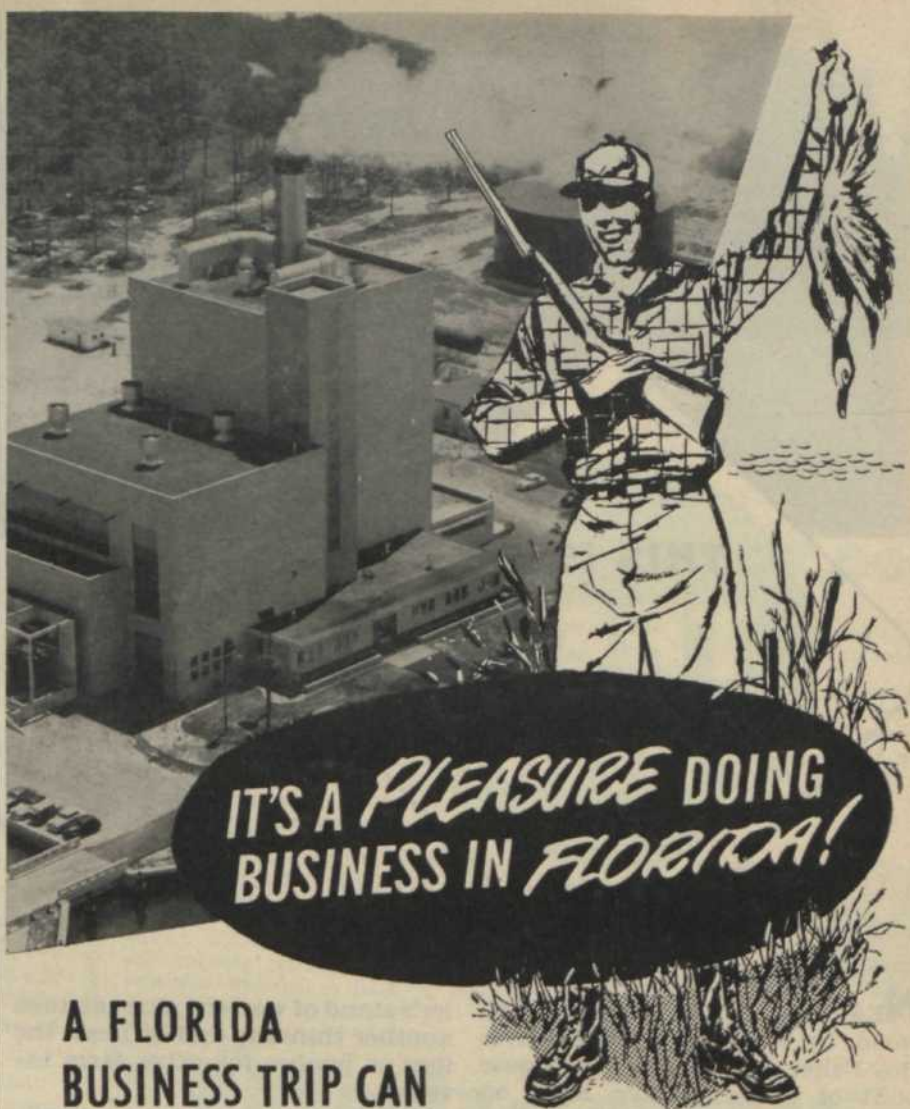
In addition, the Council keeps in constant touch with the Southern Research Laboratory, a U. S. Department of Agriculture installation in New Orleans. Directing experimentation determined to find greater utilization of cotton, the laboratory staff tries daily to come up with recommendations to improve the income of the nation's cotton producers. It experiments not only with the lint cotton but with cottonseed, in quest of means to extend its value as a food substance. Oleomargarine, for example, is one of many nutritional outlets for cottonseed oil.

As for lint cotton, the laboratory has turned up techniques for increasing its resistance to acids, heat and deterioration from too much sunlight. Application of chemicals has made cotton soluble or elastic, as desired. It has increased cotton's luster. As a consequence, cotton has been able to ward off competition of synthetic rivals in many fields, broadening its utility in laundry and tailoring establishments, in chemical manufacturing plants, in tobacco fields and numerous other commercial enterprises. For the military service, the laboratory has been at work improving the flame resistance of cotton textiles.

BECAUSE of these combined activities, cotton has progressed a long way from the unhappy doldrums of the 1930's. Three years ago a test campaign disclosed the extent to which the public regained its interest. In a series of ads inserted in buses and streetcars in 500 cities and suburbs, the Cotton Council inquired if anyone would like to grow a cotton plant at home. More than 100,000 requests were received.

Yet cotton's comeback is still not complete. Price remains a thorny obstacle. As long as feed bags cost 15 cents more in cotton than some other fiber, the farm woman gets that much re-use value from them. But if price differential rises much above the 15-cent mark, then over to something else her economy-minded husband will go.

With steady advances in modernizing the methods of production, with sharp vigil to find further uses for cotton, the outlook for tomorrow is bright. Time will tell whether results measure up to expectations. Cotton men have confidence that their product by its very nature provides them with an ideal weapon for outdoing the wonder fibers.



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THIS IS A
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FARM**

Timber can be a profitable crop

whether you are the owner of

one acre of woodland or 10,000

By NARD JONES

NEAR the little town of Glenwood, in Washington State, lives Roy Feller and his wife, in a house built of lumber grown right on their own land. It is the central building of a 20-acre "tree farm"—because today trees are a crop, and Mr. Feller happens to be a tree farmer.

To start his family dwelling project, Mr. Feller turned to the timber on his farm and performed what a forester would call a light, beneficial thinning of his trees. The result was about 15,000 board feet of lumber. He set up a small sawmill powered with an old automobile engine and dragged his logs there with a wheel tractor. After the logs were cut into lumber he bought an inexpensive planer from a mail-order house. Between chores like managing 100 head of cattle and keeping a number of other pasture acres productive, Mr. Feller built his house from the ground. It took two years, off and on, but the Fellers are settled in the house now and the total cash outlay wasn't much more than \$4,000.

Two young Fellers, both in grammar school, watched the house literally grow out of the home woods and it could be that one day they will accomplish the same feat, from the same woodlot, for their own families. Right now Roy Fel-

ler's stand of western pine can take another thinning and he'll sell the logs or lumber for extra farm income.

Mr. Feller is only one of a steadily growing number of people who are looking to timber and tree farming as a means of livelihood and future security, or, for some, a way to acquire extra farm income.

In Pennsylvania, for example, there's a tree farmer who harvests an annual crop of 5,000 board feet of sawlogs off his 130-acre woodlot. With the lumber he has built an eight-room house, garage, ice-house, chickenhouse and implement shed. On top of that he sells \$300 worth of pulpwood and about \$50 worth of fence posts every year.

An Ohio farmer has 92 acres of trees on his 283-acre farm and averages a gross of \$2,000 a year from timber harvests. His sales include selectively cut hardwood sawlogs, Christmas trees thinned from hand-planted stands, and bolts from which veneers are sliced.

This gives you some idea of what a tree farm is or can be. Technically, a tree farm is a privately owned tract where trees are grown and harvested, as a crop, in perpetuity. Therefore your tree farmer is a practical businessman, like any other modern-minded agri-

culturalist. Any forest property located on reasonably good land will grow trees at a profit, the experts say.

That's why today you see farmers practicing "controlled grazing" whereas a few years ago they never bothered to keep the cows out of those trees along the back 40. That's why you see farmers plowing furrows around groves of hardwoods to be certain that fire doesn't get at them.

And that's why more and more state and private banks, and some insurance companies, are inclined seriously to investigate applications for long-term loans on woodlots. Because the Comptroller of the Currencies still regards woodlots and timberland as unimproved property, national banks cannot lend on such property. Efforts are being made to have this ruling relaxed for timberland under good management.

"Not enough bankers are yet familiar with the forestry situation and the possibilities in it," says Mr. G. G. Ware, president of the First National Bank in Leesburg, Fla., and chairman of the American Bankers Association's forestry committee. Mr. Ware devotes almost all his spare time helping to correct that situation. Moreover, to the farmer clients of his own

bank he becomes enthusiastic about trees as a business. "If you want to engage in a business where competition can't smother you," he tells them, "and where there's little danger of overproduction—and which will help stabilize Florida—plant and protect trees, whether you have one acre or 10,000!"

There are between 3,500 and 4,000 so-called "certified" tree farmers in 34 states. While this number may not sound too impressive, it becomes so when it is realized these farmers cultivate more than 26,500,000 acres of timber. Farmers in Maine are expected to join the roster of certified tree farm operators this year, to increase the state enrollment. And the movement is only ten years old!

Its beginning was typically American. On the Pacific Coast the Weyerhaeuser Timber Company, like many another enlightened private forest products operation, had embarked on an intensive reforestation program to grow a new crop of trees on 100,000 acres of cut-over lands near Montesano, Wash. As was the habit a decade ago, the project was called simply "reforestation." That term made small impression on hunters, fishermen and berry pickers—some of whom sometimes forget that conservation is for everybody to practice—and they roamed the cut-over lands carelessly. The fire problem became critical.

THEN somebody thought of posting signs reading "This is a Tree Farm." That worked. The not-unwelcome trespassers grew careful; they knew what a farm was, and moreover respected the pledge of Weyerhaeuser to restore forests which had helped make it great.

The obvious notion that trees can be a crop, and harvested as such, rarely had occurred to the public until that time. Now the tree farm movement is sponsored nationally by the American Forest Products Industries, Inc., an educational organization supported by various industries dealing in forest products. These include lumber, pulp and paper. Certification of tree farms, however, is done by regional or state groups, such as forestry associations and state forestry departments.

But while many big companies today use the tree farm principle to supply their mills with wood in perpetuity, the heart of the movement, the kernel of its future, is the small woodlot owner.

The whole idea behind the



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movement is insurance of good forest management. To become a truly "certified" tree farmer an owner must agree to use good forestry practices, to answer questions about his operation from time to time, and open his farm to inspection. He may request and receive advice from state foresters or the local tree farm committee, or the foresters employed by the mills to which he sells his logs.

Also, he can spend his evenings "reading up" on the best forestry practices and management ideas, and such literature is free. The average tree farmer finds that this pays off in dollars and cents. Conservationists applaud because good tree farming means the ultimate, on a given woodlot, in utilization and regrowth.

The inspection costs nothing, and neither does the tree farmer pay out a dime to certify his operation and join the movement. Nor does eligibility depend on size of the woodlot. In the roster of certified tree farms are woodlots of no more than three acres. They range from there up to tracts as large as Rhode Island.

NOT all tree farmers are professional agriculturalists or even farmers by avocation. For instance, there's Lawrence K. Smith, vice president and manager of a West Coast publishing firm. He has a summer place on Hood Canal, a quiet inlet off Puget Sound. He cheerfully admits that he hasn't the patience required for farming but he does have a deep understanding of the miracle of tree growth and a concern for the practical aspects of forest economy. It was natural that he should finally buy a tree farm; but the nicest thing about it, he avers, is that he doesn't have to work his muscles into stiff knots every week end and during his vacation. He must, of course, thin out his growing trees, cut out weed trees and cut mature timber—but this still leaves him time to loaf.

Mr. Smith is one of hundreds of businessmen in the growing army of tree farmers, and the list includes grocery clerks, salesmen, candlestick makers, and all manner of commuters from cities in almost every state in the union.

It's doubtful that one in ten, however, realizes wholly how important he is in the scheme of the U. S. forest pattern. Or why.

One reason is something called wood chemistry. The other, the fact that forestry is passing into a new and exciting phase. The era of logging virgin timber essentially

for land clearance and basic wood manufactories has been passing for a long time. We are launching into the era of growing trees for specific uses, as crops, and forever.

Parallel with that fact is another which is a big part of the tree farm story. Contrary to popular belief, private industry is not the majority owner of American forests. Neither is the federal Government. Nationally speaking, more than 57 per cent of our timber is owned by farmers and other small timber tract owners like Messrs. Feller and Smith. Against that majority ownership, the federal Government owns but 25 per cent of the national timber. Private industry owns 18 per cent.

IN VIEW of the changing forest economy and the tremendous potentials in the contents of growing trees it is small wonder that many industry men look on the tree farmer as the founder of a truly American forest policy which may not be manipulated by either bureaucrat or politician.

Says Julian F. McGowin, secretary-treasurer of the W. T. Smith Lumber Company of Chapman, Ala.: "A condition necessary for good forestry management and practice is a reasonable political climate favorable to long-range investment. With the forest land in the United States owned by 4,000,000 people, and as most of these become tree farmers in the finest sense of the term, they become the best protection against the kind of political discrimination of which there have been examples in the past."

Implicit in Mr. McGowin's comment is the importance of the tree farmer to the wood-dependent industries. If the Government owns 25 per cent and industry 18 per cent of the trees—and if the uses for those trees are growing in numbers as well as volume, the tree farmer is vital to the forest economy. He's the man who has the 57 per cent ownership nationally;



and in some important timber areas, he averages better. In the South, for example, 68 per cent of the timber ownership is in the hands of small woodlot owners.

Firm prices for logs, of course, tip off the tree farmer to this situation of increasing demand for wood and a near-balance between timber drain and growth. But if he could peek into the laboratories

of the wood chemist he would find that science is uncovering hundreds of new uses for wood and its by-products.

However, the tree farmer has heard and seen enough to get the idea of a tree as a unit of a forever renewable natural resource whose contents are magic stuff from which, already, at least 6,000 products are made and consumed. Those thousands of products are not the end, either, and the big reason is the adaptability and variability of wood cellulose fibers.

But wood cellulose is only part of a tree's contents, hardly half. A substance called lignin makes up about 20 per cent of a tree's insides, and there are scientists who believe that on lignin will one day be based chemical industries greater than those now dependent on wood cellulose. The contents of a tree are sure to be broken down into more things. Already wood chemists are at work on the known components such as wood cellulose, lignin, pentosans, glucosans and resins.

One thing the new tree farmer is beginning to understand clearly is something that the wood-dependent industrialist always has known. The markets available are what determine largely the kind and intensity of the cutting methods. Under the old forest economy sustained-yield programs of any kind were difficult or wholly impractical; tree farming—harvesting trees as crops—would have been out of the question. What makes the tree farmer possible, what is giving all farmers with woodlots the chance for regular additional income, are these vast and growing markets for wood.

WE ARE not running out of wood nor are we in danger of doing so. It's true that the total "drain" on cut timber for all purposes exceeds the total growth by a small margin. But if the next national timber appraisal by the U. S. Forest Service still indicates drain in excess of growth, it must be noted that there are many indications that a cycle of timber shortage with resulting high prices is a necessary prelude to genuine interest in growing timber as a crop. We appear to be emerging from such a cycle. There are other optimistic factors—led off by the tree farmer.

The privately operated wood-using industries are not throwing the whole burden on this man. The big mills operate on the tree farm principal. And 11 per cent of the so-called forest "drain" is due to fire, insects and disease. Attack and defense against fire, insects

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and disease, remain "musts" for the certified tree farm operation.

It is a phenomenon of modern complicated civilization that lumber consumption declines per capita as the consumption of paper by the individual citizen rises. The latter is now almost 400 pounds per person annually, more than twice what it was in 1926. And while lumber production in 1951 reached 38,000,000,000 board feet, the per capita consumption has been steadily declining since 1907. This hardly means that lumber is on the way out, needless to say, but that relationship between lumber and paper does give a quick picture of what is happening in our forest economy, and of how wood is passing from its phase of basic raw material into ever widening end uses. Thus we pass also from our era of timber liquidation into a period of rotating forest crops, for endless new products.

There's a growing realization, too, on the part of the tree farmer that the proper growing and continuing use of trees is as vital to the U. S. economy, as steel or oil. For instance, the pulp and paper industry; the rayon industry; the printing and publishing industry; and converted paper products—just these fiber-dependent industries alone—account for one tenth of the annual wealth. They employ almost nine per cent of industrial wage earners whose combined

paychecks are nine per cent of the total U. S. payroll. This also does not take into account the lumber industry, nor paint, plastics, and many other fields dependent on tree fibers and the tree farmer.

At the moment, however, the tree farmer is concerned mostly with getting more commercial trees to the acre, maximum harvests within the boundaries of good forestry practices, for regular additional income.

To Marshall Rivers down in Mississippi, the family tree farm is just a way to see his eight-year-old son, Reber, through college. He's insuring it by growing trees along with his row crops.

"I've been piddling around with trees for 25 years or more," he says. "But only since Reber was born have I really got down to business on it. I've already taken in about \$4,500 from this side line and the pine is growing a lot faster than I'm cutting it."

Mr. Rivers calls trees "a farmer's doctor and his bank." Told that the tree farmer may well be the pillar of America's new forest economy, based on the simple and workable premise that trees are a crop, Mr. Rivers only chuckled. "All I know," he says, "is that the day a fellow feels too old to plant a tree, he's ready to die. Shucks, even if he doesn't live to see the profit, his trees might help his widow catch another fellow!"

The Vanguard of Science

(Continued from page 47)

sciences were added, followed by similar grants for biological and other branches of science.

During the past five years, academy fellowship funds from private foundations, corporations and governmental agencies have been awarded to more than 1,000 graduate students in all fields of scientific work.

The important fellowship work is augmented by many special services to government, industry, educational institutions, and to all sorts of organizations wishing to participate in mass attacks on scientific problems. Several years ago, for example, General Electric wanted some research work carried forward on a phase of electronics. It turned to the academy, supplying the necessary funds for the Research Council to carry out the desired project.

The academy directs several permanent research establishments, like the Highway Research

Board. This organization, established years ago, investigates all areas of highway phenomena, such as frost action on roads, effects of heavy axle loadings on road surfaces, and the like. Participants, sponsors and financial supporters of this board include the federal Bureau of Public Roads, the American Association of Highways, and highway departments of states and territories.

One of the most recently established special service projects—the Building Research Advisory Board—serves to illustrate academy work in a function which probably no other existing organization could perform: the combining of effort in science, industry and government.

Formation of this board, known as BRAB, resulted when building industry leaders began to realize the need for basic, over-all building research some years ago. A few studies were underway in the building field, but these were high-

ly specialized. Communication between diverse studies was meager and one sector of the industry rarely was informed about research in other areas. Nowhere was it all brought together.

The building industry is composed largely of small, individual firms. Obviously, no one could afford expensive, over-all research. So, its leaders went to the U. S. Chamber of Commerce's Department of Construction and Civic Development. The result was an industry proposal that the over-all problem of building research be attacked through a board, and asked the Academy of Sciences to set it up, within the National Research Council structure.

THE U. S. Chamber's proposal was accepted, and in 1948 BRAB was created. Since then, progress has been made in numerous areas of the building field. In cooperation with the Atomic Energy Commission and the American Institute of Architects, BRAB has tackled the new and complex problem of building design for laboratories and other structures in which radioactive materials are in use. A study aimed at conservation of building materials—which is expected to save many tax dollars in federal construction—has been completed.

In much the same manner, the academy and council served during both world wars as the best available catalyst to bring science, industry and government together. In World War I, long before the United States got into the conflict, academy leaders feared that Germany would win unless we entered.

It was this emergency which brought creation of the research council in 1916. An academy committee called on President Wilson to acquaint him with the facts and out of this meeting came plans to enlist scientific talent.

A committee of scientists was sent to Europe to investigate and report on scientific warfare advances achieved by our allies. When they returned with news that the most desperate immediate need was a device by which the approach of enemy submarines might be detected, Dr. Millikan and a group of associates established a naval science laboratory at New London, Conn. Success rewarded them at a time when German undersea raiders had all but severed the lifeline of U. S. supplies to the Allies.

Hundreds of other World War I problems were attacked and solved by the academy and council, work-



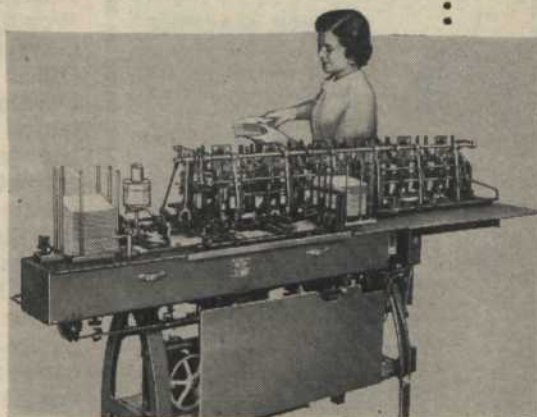
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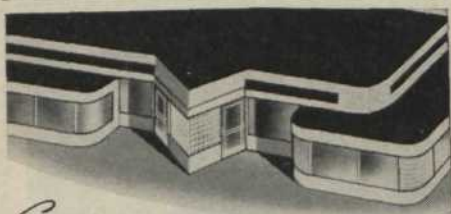
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ing with the Army and Navy and knitting these efforts into coordination with industrial production of weapons.

These lessons came in well when Pearl Harbor pulled the U. S. into World War II. Administratively, Government quickly set up the Office of Scientific Research and Development, known as OSRD, which in turn worked throughout the war with the academy and council. Much of the rocket projectile work was carried on under the direction of Dr. Millikan, and others. Associates worked on the atom bomb project.

The story which had its climax in the American victory on Guadalcanal really began before the U. S. entered the war. Wise men in the Army and Navy surgeons general offices called on the academy in June, 1940, to study malarial preventives and remedies. Results were slow, but effort was intensified after Pearl Harbor.

At the time we were ready to attack in the Pacific, the malaria problem was critical. New calls for medicinal aid were rushed to Washington. The committee on malarial control recommended a drug called atabrine.

The drug helped suppress the disease and, along with safety measures taken in the field, the drive up the Pacific gained momentum.

Meanwhile, other academy committees worked at top speed on blood and blood plasma that we could transport to Europe and the Pacific by air. The problem of processing plasma so it could be stored several weeks and still prove effective finally was accomplished.

IN establishment of the National Research Council, and through increasing generosity of Government and private industry, the academy as an institution, and its members individually and in concert with associates, have exerted a significant influence in the development of science in the United States during the past 89 years. Today, their efforts reach into every layer of the scientific spectrum. From these efforts will come new weapons, medicine and industrial processes.

For many years prior to World War I, the aura of long-bearded honorary distinction clung persistently to the National Academy of Sciences. Today, the distinction and honor are still there. But, in the center of today's bustling world, the National Academy of Sciences and its Research Council lead the way forward to greater achievements and triumphs.

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Modernization booster

THE Elgin, Ill., Association of Commerce has been an earnest booster for "face-lifting" as a method of making the downtown section a more attractive shopping center. Last summer the Union National Bank and Trust Company of Elgin came up with a plan to speed the campaign along.

"Now," the bank advertized, "you can borrow money for one per cent to modernize your place of business and help improve your city."

Under the plan, any owner or tenant could borrow up to \$7,500 without mortgage or collateral to improve his place of business. Loans were to be repaid in monthly instalments spread over three years.

Bank President Robert C. Kewley, who regarded the plan as a contribution to the general business community, reports a gratifying response from both customers and noncustomers of his institution.

Not made in Japan

WHEN Contributor Gilbert Cant was gathering material for "Japan Moves into Our Markets" in our March number, he was informed by sources other than the Singer Company that Singer was preparing to have some of its sewing machines for oriental markets manufactured in Japan.

Accordingly he wrote: "Singer, which has made its name synonymous with sewing machines around the world, is hedging its risks by investing in the Japanese industry."

Actually Singer has not invested in the Japanese sewing machine industry and its only enterprise in Japan is a sales agency which has been in existence there for a great many years except for the war period.

Mr. Cant's statement was particularly unfortunate because, in some cases, Japanese sewing machines sold in this country are

represented as Singer-made or in some way connected with or sponsored by Singer.

The company is trying to stop this practice and, in some instances, has been forced to take legal action to prevent it. In certain areas, also, the company has used advertisements to correct the false impression.

Junior's allowance

FOR THOSE who wonder what Junior does with his allowance, the National Association of Mutual Savings Banks has at least a partial answer.

Having counted up the pennies, nickles and dimes accumulated in school savings deposits in the 154 communities that offer this service, the Association finds that the homework set now has liquid assets of \$60,000,000.

This is \$9,000,000 more than the youngsters had a year ago and \$35,000,000 more than they had in the five-year period 1947-52.


The 1,984,396 kids with school savings have boosted their average amount on deposit to \$30.54 from \$24.21 in mid-1950.

Grocers aid recruiting

IF, AT the end of this month, your favorite food store seems to be doubling as an armed services recruiting station, the resemblance is wholly intentional.

In an effort to speed up enlistments in the United States Army, the Military Personnel Procurement Division has turned to the grocery stores. From Nov. 15 to 22, display space usually reserved for canned goods or rutabagas will be given over to the message "We share freedom—help share the defense of freedom."

Among the associations cooperating in the effort are the National Association of Chain Grocers, the National Association of Retail Grocers, Supermarket Institute, Inc., Red and White, Inc., The Independent Grocers Alliance, Inc., The Corporation of Food Distribu-




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It takes TWO to make it work

And in business it takes TWO communication systems to get best results!—(1) the regular city telephone service and (2) SELECT-O-PHONE, the automatic, inter-office, private system. SELECT-O-PHONE takes the over-load off switchboards, requires no operator, permits you to dial from one to 55 inside stations, individually or collectively. SELECT-O-PHONE saves manpower, increases efficiency, handles all inside communications traffic independently of your switchboard.

GET THE FACTS! Write TODAY for free booklet, "Hear's How," explaining how SELECT-O-PHONE will save you money.



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THE INSIDE VOICE OF BUSINESS

SELECT-O-PHONE Division, Dept. 7-K
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Please rush your new "Hear's How" booklet that explains how I can benefit from Kellogg SELECT-O-PHONE Dial Intercommunication.

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Pete Progress and the talking dog

"Pardon me, sir, but where would 123 Smith Street be?"

"Just down the block," said Pete Progress turning his head. But to his confusion, all he could see was a kindly looking bulldog.

"Don't look so perplexed," said the dog, "After all, didn't you ever know a man who barked?"

Pete smiled. "Why, of course," he said. "Forgive my rudeness. Here, I'll walk along with you to your destination."

"I used to live in this town when I was a pup," said the dog. "Fact is, I was born at 123 Smith Street."

"Well, here we are," said Pete stopping in front of a handsome group of garden apartments.

"Oh, no," said the dog. "Must be some mistake. Why my old house was..."

"I know," interrupted Pete. "You lived in what we called the Knight Blight. Didn't think we'd ever be able to get those tenements out of here until old man Knight died."

"How'd you ever do it?" asked the dog. "Why this is beautiful. And look at all those lovely trees."

"Well, the Chamber of Commerce started it with public hearings," said Pete. "Then, the town bought the land, had a master plan, and resold parcels to private owners."

"Must be quite an outfit, that Chamber. Don't suppose I could join," said the dog, wistfully, "but I'll be glad to put in a good word for you boys."

Your chamber of commerce is working for you. Why don't you help them?



tors of America and the U. S. Wholesale Grocers Association.

The military will provide the posters, streamers, window cards, displays and pamphlets for the stores' use. The stores will provide the display space and the know-how that has helped make this the world's best fed nation.

Nocona's wish came true

ON MAY 6 of this year, 16 men met in the Chamber of Commerce office at Nocona, Texas, to discuss an old problem.

For a long time Nocona had wanted a rodeo. But Nocona had no place to hold a rodeo, no money for that sort of thing, and no organization to do anything about it.

On Sept. 1, 2 and 3, Nocona staged the Chisholm Trail Round-up in its new \$50,000 Rodeo Arena Amphitheater.

In between is a story of a community that suddenly decided that it could do anything it wanted to if people would cooperate with each other. It is a story of a financial drive for amounts from \$5 to \$250; of oil companies which donated pipe, truck companies lending trucks, the power company's handling of lights, merchants who donated paint and citizens who worked with their hands.

It is also a story of pleasant wonderment.

As Nocona climbed into its new stands to the music of high school bands from the home town and from Bowie, people turned surprised faces to their neighbors.

"It's better than I thought it would be," they said.

Stamps for the bedridden

CANCELED stamps are proving so beneficial in helping patients in veterans hospitals toward recovery that the Golden Gate Exchange Club of San Francisco has adopted stamp distribution as a new project.

Peter N. Williams of the Western Loan Association, chairman of the activity, reports "we have donated stamps to hospitals in California, Oregon, Washington, Utah, Idaho, Nevada, Arizona and New Mexico. Our committee visits and sits for hours with the veterans, working on their albums. Hundreds of these men have tuberculosis and are bedridden. Working with their collections keeps their minds occupied and thus aids in recovery.

"We are making arrangements to expand our distribution, but, in spite of cooperation from maga-

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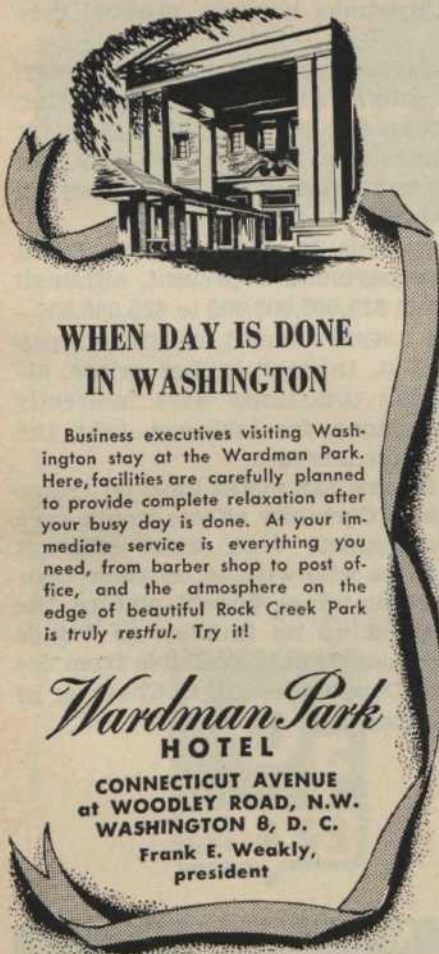
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zines, newspapers, Exchange Clubs, radio and television, we need many thousand more stamps. We can use any foreign stamps, U. S. commemorative issues and all the new U. S. stamps except the common one, two and three cent denominations. We think that bankers, brokers and businessmen could help greatly in this work."

Donations should go to Golden Gate Exchange Club, 1150 Divisadero Street, San Francisco.

Host to a goat

GENERAL ELECTRIC COMPANY'S radio communication equipment division has dreamed up a sales contest with reverse English.

The prize is "Stinky," a Spanish goat, that is awarded each month to the regional sales manager with the lowest sales. After serving as Stinky's host for a month, he ships him on to the next luckless manager. At the end of a year, the manager with lowest sales for the whole period wins permanent possession.

It is fun to report that, in August, all managers exceeded their quota, a circumstance which left Stinky to board with Lacy W. Goostree, sales manager of the division, who cooked up the whole idea.

Ghostly opposition

AS THE result of a successful ghost-laying campaign, Columbia, S. C., has just approved by six to one a \$2,363,000 bond issue for capital improvements. But the election itself was an anticlimax.

The real triumph was in the campaign that won the right to hold the election. Opposition was from the ghosts of the "carpet-baggers."

Because of free-handed looting of city treasures in reconstruction days, the South Carolina constitution requires that a majority of a city's freeholders sign a petition requesting an election, before general obligation bonds can be voted. In Columbia this meant some 6,500 signatures.

A Citizens Committee on Civic Needs undertook to get them. After a campaign of newspaper publicity, a mass meeting and direct mail literature, the Committee tapped the water account mailing lists for 3,000 usable signatures. A second mailing to the tax rolls brought 1,400 more. House-to-house canvassing by the League of Women Voters brought an additional 1,700. Individual letters by the city council members produced the final 400.

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THE PAYROLL'S EXTRA DIVIDENDS

WEEKLY wages and hourly rates are no longer accurate measures of either worker income or the labor costs of doing business—a fact that is beginning to interest the Treasury Department as it seeks possible new sources of income tax.

The discrepancy between what is usually regarded as the pay scale and the actual cost of keeping a worker employed grows out of the substantial increase in "fringe benefits" which American employers have established as bulwarks between their workers and the hazards of life.

Unemployment compensation, pensions, paid vacations, paid sick leave and a mixed bag of other services assure the employee that, although his pay check may stop through his own fault or fate's cussedness, his family will still have some sort of income.

Few people dispute that these fringe benefits have a proper place in the American economy but, until four years ago, nobody had even tried to find out just how much they cost or who was picking up the tab. At that time the Chamber of Commerce of the United States asked a cross section of employers for detailed information.

The resulting study was so well received that it was repeated in 1950 and again for 1951. The results of this last survey, just now made available, show fringe-benefit costs at an all-time high and mounting steadily.

For the 736 representative companies which took part in the survey, fringe benefits cost an average of 18.7 per cent of the entire payroll or 31.5 cents per payroll hour and \$644 per employee per year. When

the first survey was made, the averages were 14 per cent of payroll, 20 cents an hour and \$410 per year per employee.

Of today's costs 3.5 per cent represents payments for social security, unemployment compensation and other legally required benefits. The remaining 15.2 per cent went to pay for such voluntary services as pension plans, paid rest periods, paid vacations, paid sick leave, Christmas bonuses, medical care and so on.

Naturally costs varied from industry to industry. Typical variations showed a warehouse and a cotton mill paying less than five per cent of payroll for fringes while a petroleum refining company had payments running more than 50 per cent of payroll—more than \$2,000 per year per employee!

Nobody has been able to estimate how much actual money these payments represent, although estimates range from \$15,000,000,000 to \$25,000,000,000. Whatever the actual amount, consumers pay the greater part of it, through higher prices, although the workman sometimes pays indirectly when increased pensions, for instance, take the place of a straight wage increase.

What effect an income tax might have on fringe benefits is debatable. Certainly effects would vary with different companies, even with different workers. But for those who wish to consider their own place in the whole fringe-benefit picture, the Chamber has summed up its findings in *Fringe Benefits, 1951*. This pamphlet is available from the Economic Research Department, U. S. Chamber of Commerce, Washington 6, D. C., for \$1.



HERE COMES THE GLASS STORE!

NOT SO LONG AGO, many communities actually bought their glass from an itinerant glazier carrying his stock on his back.

But as communities grew larger and glass uses expanded, warehouses had to be built in more and more places to hold hundreds of sizes, patterns and types of glass, sometimes worth several hundred thousand dollars. The needs of a modern community necessitated the development of a local distributor and dealers with a ready and ample supply of glass.

All Libbey-Owens-Ford Distributors and Dealers are local, independent businessmen. Their great contribution is fast service to glass and building material dealers, and to industrial users. They fabricate, process and install glass as local needs require.

Yet, there are those who belittle the wholesaler's importance in serving the community.

Let's face this middleman talk.

For any factory to serve as well, it would have to duplicate what these independent distributors have done. The services performed by middlemen cannot be eliminated. They have become indispensable to modern, fast, American business.



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